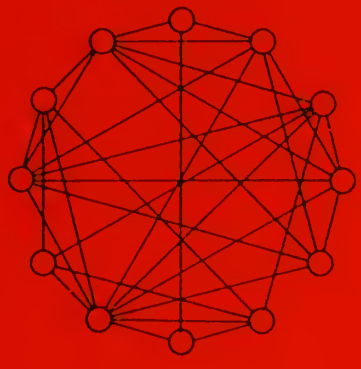

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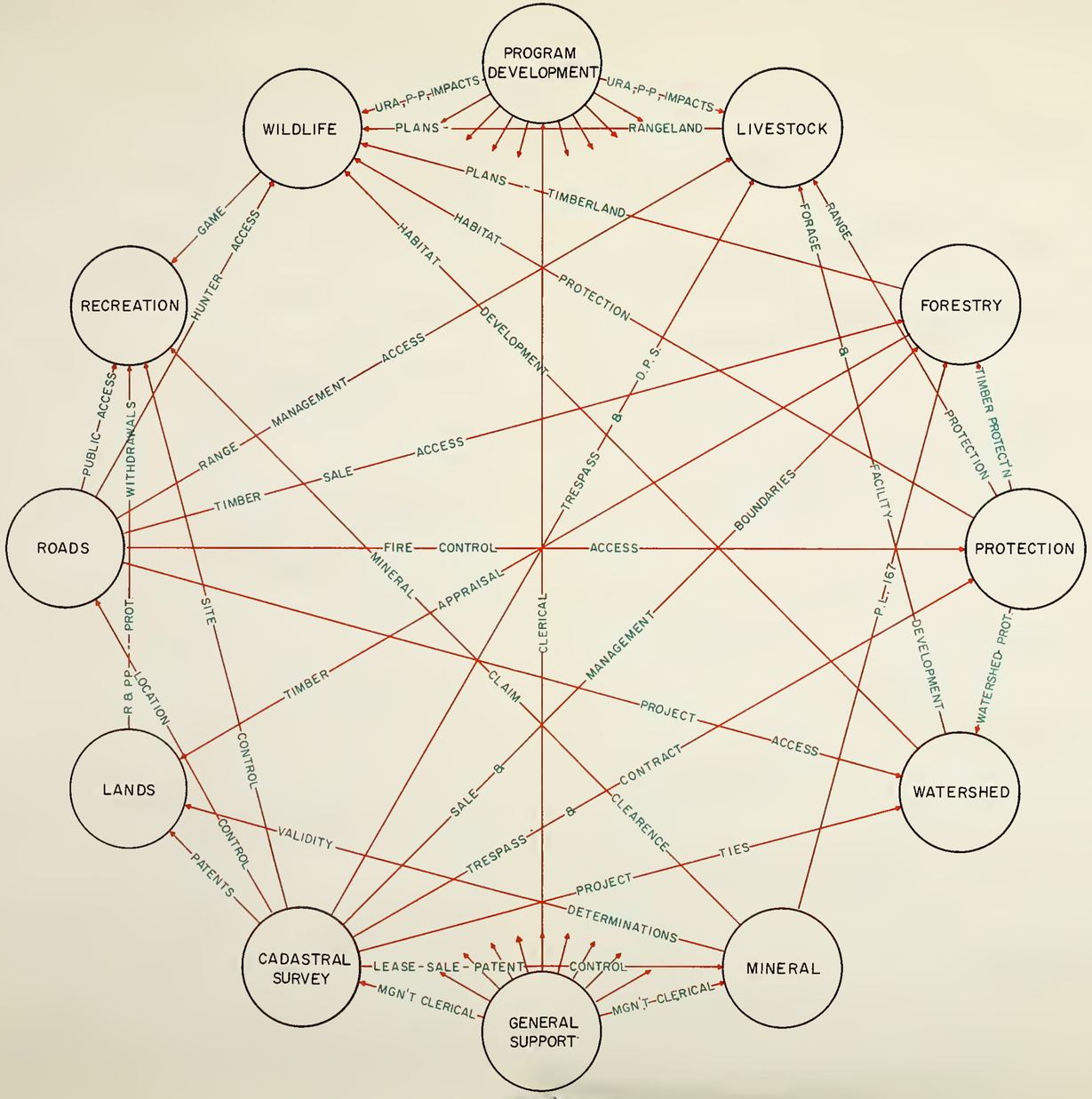
CALIFORNIA MANAGEMENT STUDY

UNITED STATES DEPARTMENT OF THE INTERIOR····BUREAU OF LAND MANAGEMENT


PROGRAM DEVELOPMENT
WILDLIFE
LIVESTOCK
FORESTRY
PROTECTION
WATERSHED
MINERAL
GENERAL SUPPORT
CADASTRAL SURVEY
LANDS
ROADS
RECREATION
URA-P-P-IMPACTS
URA-P-P-IMPACTS
PLANS
RANGELAND
PLANS
TIMBERLAND
HABITAT
HABITAT
PROTECTION
GAME
HUNTER ACCESS
FORAGE
RANGE
DEVELOPMENT
ACCESS
MANAGEMENT
RANGE
TIMBER
SALE
ACCESS
D. P. S.
&
TRESPASS
&
PUBLIC ACCESS
WITHDRAWALS
BOUNDARIES
FACILITY
PROTECTION
TIMBER PROTECT'N
FIRE CONTROL
ACCESS
MINERAL APPRAISAL
CLERICAL
P. L. 167
DEVELOPMENT
WATERSHED PROT.
R & P
PROT
LOCATION
TIMBER
CLAIM
MANAGEMENT
PROJECT
ACCESS
SITE
CONTROL
SALE
&
CONTRACT
CONTROL
VALIDITY
TRESPASS
&
CLEARANCE
TIES
PATENTS
PROJECT
DETERMINATIONS
LEASE-SALE-PATENT
CONTROL
MGN'T CLERICAL
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BUREAU OF LAND MANAGEMENT

CALIFORNIA MANAGEMENT STUDY

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Work Category Codes
Data Detail
Time Coding Definitions
Progress Definitions

BUREAU OF LAND MANAGEMENT LIBRARY
Denver, Colorado
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Bureau of Land Management
Library
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Denver, CO 80225

ABBREVIATIONS

RLO	-	Riverside Land Office
SLO	-	Sacramento Land Office
010	-	Bakersfield District
020	-	Susanville District
030	-	Redding District
040	-	Folsom District
050	-	Ukiah District
060	-	Riverside District
SO	-	State Office
910	-	State Director, Administration, Resource Program Management
920	-	Lands and Minerals Program Management
940	-	Engineering Division

PREFACE

The California Management Study is an analysis of the role of the Bureau of Land Management in California in terms of the workload and manpower requirements for the multiple use management of Public Domain lands in this state. At the same time, it incorporates the development of a systematic method for the analysis of BLM workloads.

The need for the California Management Study is evident. Today, more than 10 percent of all the people in the United States live in California, and their impact on the 16 million acres of Public Domain lands in the state is incredible. The exploding population, the demand for land and the natural resources produced on the land, the growth of government, industrialization, urbanization, and conservation are tremendous forces at work today in California.

These forces are creating great and complex pressures on the Public Domain lands and their resources, and the BLM is not prepared to cope with these pressures. There has not even been a yardstick available to measure the job that has to be done.

Therefore, the California Management Study was conceived, approved and undertaken. It is a dynamic study, generated at the field level. It was designed to take a rational, systematic approach to workload measurement; and because it is a dynamic study, it has developed as it was conducted step by step to the present time.

The Study considers a span of seven years. The base year is 1968, looking ahead to 1974. In less time than that, this country fought and won a World War.

The Study is not completed yet; there is more to do - much more. But, for the first time it is possible to say, "We have a firm handhold on the workload and manpower requirements that face the BLM in this state." Through the techniques developed as part of this study, as they are improved and refined, it should be possible to analyze, prepare for, and perform the work that is truly the Bureau's responsibility before the people of this nation.

CALIFORNIA MANAGEMENT STUDY

STATE DIRECTOR'S INTRODUCTION

The California Management Study was initiated because we were unable to measure our work load adequately and assign project priorities and manpower as needed. The urgency of the study was clearly recognized in the face of the complexities and constant changes occurring in California.

Permission was requested from the Director to conduct a management study--principally job load analysis. The request was granted to conduct the California Management Study with the understanding that it would also serve as a pilot study for the Bureau as a whole. It was hoped that this study would bring us closer to the concept of planning, programming, and budgeting in concert with one another. The interrelationships between the many programs of the Bureau make 'planning in concert' a critical need for effectively fulfilling our role as a multiple use management agency.

In order to understand the California Management Study, it is necessary to review the steps by which it advanced.

INITIAL GOALS OF THE STUDY

Upon verbally presenting my thoughts on the need for the California Management Study to the Directorate early in 1967, I was requested by the Associate Director to develop, by memorandum, more specifically the benefits of the project and how it should be conducted. The memorandum, dated March 29, 1967, expanded considerably on the original thoughts on the needs and benefits of the study and is indicative of how dynamic a project it is. This was the start of the Management Study, and that memorandum contained the following points:

PURPOSE OF THE STUDY

To develop an efficient organization. To improve the justification for the Bureau's programs through identification and quantification of workloads. To point up the complexities and interrelationships of a decision making process. To point up deficiencies in our present activity structure and cost account system. To better identify key points in decision making and program development.

INTENSITY OF THE STUDY

The study was proposed to be intensive enough to:

Show a comparison of present staffing with staffing required to fulfill program needs.

Develop by individual jobs a total job load which, through cross reference, will show the number of people, grade, expertise, type of organization and distribution needed in all activities of all offices required to get each job and the total job done.

Develop pertinent data from which to select programs that will yield minimum acceptable levels for each of the relevent multiple use outputs. This would permit the present system to do work for the PPB system and provide for shifting of the system into PPB. It would also provide benefits in sorting out materials for package identification, specific problem areas, and the relationship of priorities, one program to another.

Better identify priority differences between Districts within the state of California.

SCOPE OF THE STUDY

The study would be designed to provide analysis that could be immediately helpful and fit into the machinery of BLM's data processing system to assist this study and for continuous updating. It must be of continuing value in quickly measuring the effectiveness of all programs. The depth of the study should be centered around a thorough job load analysis which would provide needed information in magnitude and total state workload by Districts.

BENEFITS TO BLM

The objective and constructive assessment of BLM in California's environment of explosive growth and development.

The identification of trends and work loads and development of an organization that will get the job done, through projections and judgment forecasts.

Thus, the California Management Study was also adopted as a Washington Office study to serve as a pilot model of a Bureau system. The California phase of the system was to be under the direction of the California State Director. The initial phase of the California Management Study was conducted without additional funds or personnel and in conjunction with its regular programmed work.

GUIDELINES FOR THE STUDY

But, before we could begin work on the Study, certain basic ground rules had to be established so that all the individuals who were providing inputs for the Study would be developing and analyzing their data within the same framework.

When the 187 identified jobs were spread across the 225 work codes the combination resulted in 425 line items - or key points of decision making. The complexities and working interrelationships of BLM operations were thus dramatically illustrated. We thereafter stressed the necessity of developing balanced programs in concert. As the Study developed, it became evident that the general 'systems approach' was "the" technique of the Study. The significance of 'systems' to the Study is the symbol on the front cover and the illustration on the frontispiece which shows the Bureau systems at work.

Therefore, the following guidelines were set:

1. The Study would remain simple. If it were to function as a working tool of the Bureau, unwarranted complexity had to be avoided.

2. The Study would be conducted within existing Bureau systems and with particular reference to the cost accounting system. This would make it possible to interrelate the study with present systems, both for evaluation and ease of future adoption.

3. The Study would be based on a 'job concept' in which all work was identified, related, and retrieved by a job number. At the same time, the job concept would be related to the activity, sub-activity system to provide a total job load analysis. This was the key for recognizing the complex interrelationships of Bureau operations following the general systems approach.

4. The Study would be directed toward developing the necessary additional work load measurements required to quantify all possible line item inputs. The most appropriate units would be selected to describe each kind of work. All units of work would be defined, and would be converted into a common denominator of man months by means of specific criteria.

5. Dollars would not be considered in the system. This was essential in keeping the study as simple, understandable and with as few variables as possible. It was recognized that it would be quite possible to convert units of work and man months into dollar figures, using the California Management Study data, in the future.

6. We would establish a method of double coding both by the existing accounting system and by job number so that these could be correlated in the future.

7. We would establish a system of progress reporting starting January 1, 1968. This will measure the accuracy of conversion rates or work units, define manpower production in terms of units of accomplishment, and increase the objectivity of the Study.

DEVELOPMENT OF THE STUDY

With these guidelines established, work on the Study began. A meeting was held with top state and district personnel as well as outside advisors from the Washington Office and Service Centers, to bring everyone in on the California Management Study program.

The six California districts then began the tremendous job of producing data for the Study. This was analyzed, and then rerun incorporating a great deal of what had been learned in the first attempt. Further refinements were made, and then the State Office staff produced additional data. All the data were compiled and analyzed again. Finally, it was all brought together under two major groups--the study system of workload analysis and the workload analysis for California. This package was presented to the Study Team from the Washington Office, Service Centers, and other states for analysis and review at a week-long session in Sacramento in December, 1967. Following that review, a number of suggestions made by the Study Team have been incorporated in the Study as it is presented here.

ADP ANALYSIS

One of the most important factors in the Study is the use of Automatic Data Processing for analysis of the Study data. Early in the Study, it was decided to use ADP to handle the tremendous mass of data required. The first runs with very simple punch card equipment simply did not have the capacity to handle the job. It was decided that the Study would have to be run on a computer. This was an initial application of ADP to the Study, and a great deal more remains to be done, and techniques must be perfected.

OBJECTIVES OF THE STUDY

Before going into the California Management Study in detail, a word should be said about the objectives of the Study. As has been pointed out, the Management Study did not spring into being full blown. It was intended to be a dynamic process which would develop as it progressed. This turned out to be the case, and we gained new insight into what the Study would, and could, accomplish.

Fifteen 'objectives' were set down for review by the Study Team. Since that review, the objectives have been consolidated, and some items that were formerly listed as objectives have more properly been included in the Study guidelines.

The two-fold purpose of this Study is to (1) determine total work load both in the district and statewide, to assess programing needs and to evaluate manpower distribution in terms of regional and organizational requirements, and (2) to develop methodology responsive to meeting manpower-workload demands.

Within this framework, attention was directed toward the following specific objectives:

1. To identify and analyze total workload through better job data identification which will assist both in program justification and quantification.

2. To develop more meaningful units for measurement of workload and develop criteria for uniform conversion of work to man months.

3. To structure a more effective table of organization considering grades, skills and full manpower needs to do the job and forecast personnel needs.

4. To develop a better decision making process by clarification of job complexities, interrelationships and the key points in decision making.

5. To develop a program priority framework for equitable distribution of men and money and to provide immediate assistance to California's need for program development through use of new concepts and procedures that may also be applicable for improvement in Bureau-wide systems.

6. To use ADP capability to the fullest for data manipulation, program updating and measuring work accomplishment against program goals. This, hopefully, will provide a basis for more flexible and better balanced programs.

One of the greatest benefits, far beyond our expectations, of the California Management Study has been the development of a remarkable understanding of all BLM operations and the inter-relationship of these operations by BLM employees in California. These people today understand their jobs and the relationship of their jobs to others far better than would otherwise have been possible.

If the Study were to terminate today, this one benefit alone would repay its cost.

CALIFORNIA MANAGEMENT STUDY

STUDY TECHNIQUES AND METHODS

A. Job Concept

One of the basic purposes of the California Management Study is to view and analyze our planning and programming system on the basis of workload, manpower requirements and production, excluding entirely all aspects of financial management at this time. A single system attempting to handle the dual responsibilities of work management and money management with the requirements to plan, organize, execute and evaluate efficient production has resulted in frustration for the field manager. The "Green Book" or Work Category Definitions, Handbook on Instructions for coding Time Reports and Obligation Documents professes to be only a procedure to facilitate implementation of P.L. 363 which is a law requiring BLM to budget on a Cost Accounting System basis. This method of accounting brings together all appropriate elements of cost incident to accomplishing a unit of work or a specific job or project. In this endeaver, the Administrative Division succeeded admirably with the establishment of a financial system. Since Program Management and Resource Management failed to come through with a complementary "Workload - Manpower - Programming System" adoption of the only system available was our only recourse for operational survival.

The existing system then is overdone in meeting financial needs and is visibility deficient in satisfying work production needs. At the outset, it was decided that the study would be considered in terms of work units and man-months only, to the exclusion of all dollar reference, except where units of work measurement are expressed in dollar levels. Integration of the budget interface with the system under development will be considered a subsequent phase of the study. Another decision, however, was made to retain work definitions and numerical designations presently existent in the Cost Accounting System, for reasons of reducing the effort required in redefining work, providing for ease of later implementation with the funding requirements, and for eliminating the additional field training time necessary in the use of a new system.

Armed with these decisions, comprehensive analyses were made to determine the appropriateness of work code breakdown in defining and measuring work units. It was found that the range of applicability of work code to work unit in describing a job went from the most detailed item to a multiplicity of inputs. Further, many tasks requiring substantial time were not included in any work code definitions. The lack of consistency in stratifying work between the various subactivities into primary, secondary and tertiary levels has led to our many problems in quantifying work and measuring accomplishments. For example, 1210-310 reports within its definitions, using case as a unit of measurement, ten different major types of land transactions, each requiring four specific skills by various

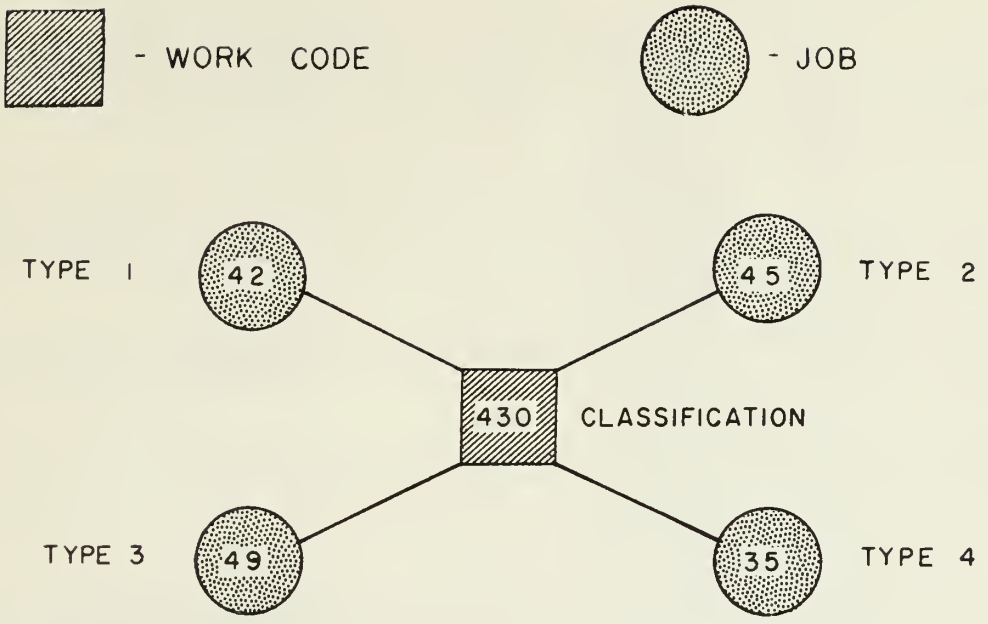
offices. One case may require the services of a mining engineer, reality specialist, forester, land law adjudicator and appraisal specialist to satisfactorily consummate. The time period involved may span ten years during which no accomplishment on the case can be reported. Another example is 1240-620, which is merely the action taken in the issuance of free use permits for forest products. Within the present system, each of these work codes have equal standing in terms of planning, programming, budgeting and progress reporting.

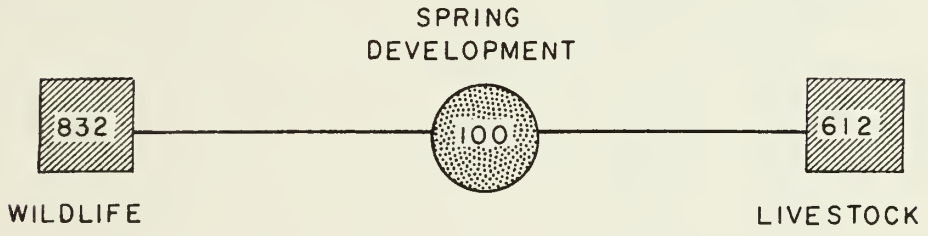
The analyses also pointed out that certain types of work, such as clerical support for the technical functions could not be identified and thus properly planned in the system. Identical or parallel work funded from more than one appropriation or included in more than one work code in different places within the system has contributed to coordination problems.

The introduction of new numerical and definitive element which was simply termed "Job" evolved from the need to either define work in greater detail, consolidate work of like characteristics or add new positions for work not now presently identified. Job is a device to give Bureau work a "New Look". Job is just a further separation or division of work under Subactivity, proceeding beyond the present Work Code breakdown. It is characterized by having in common either effort or objective and it is represented by a single type of measurement reached through California Management Study decision. Most Jobs are complex in nature, requiring more than one skill, numerous operating procedures and systematic work sequences in their fulfillment. In some instances, a Job is a subdivision of a Work Code and remains at the same level; in others, it becomes a breakdown into a lower or more detailed (third) level. Sometimes it consolidates two or more Work Codes which represent identical work. In several occasions, Jobs had to be added where no Work Code now exists. Lastly, where the Work Code was adequate as established, a Job number was assigned merely to retain the trinomial system required for the use, analysis, reporting, and filing of data.

A principal advantage to delineating work on a Job basis is that combinations of required inputs can be assembled in any desired fashion to develop packages, programs or the handling of problems requiring special treatment. The planner need not be concerned with having missed or passed up an essential input element or prerequisite for achieving a certain objective, if proper use is made of the concept. It provides the tool by which limitless combinations of work operations can be developed and applied to unusual problems, unprogrammed work, crash programs, etc.

The degree to which work has been detailed or consolidated by job is tentative, having resulted from initial thinking and analysis by the staff. Doubtless changes in job delineation will occur as experience is gained and by design as working conditions warrant.





TIMBER
SEEDING
PROJECT

STATE OFFICE
PROGRAM
PLANNING

PUBLIC &
COOPERATIVE
RELATIONS

CALIFORNIA MANAGEMENT STUDY
JOB CONCEPT
WORK CODE – JOB RELATIONSHIPS

CALIFORNIA MANAGEMENT STUDY
ACTIVITY DISTRIBUTION SHEET

Job No.	Work Category	Activity		
1	State Director - Manager - Div. Chief	1110/110	1110/111	1110/112
		1210/111	1210/112	1290/110
		1290/111	1290/112	1400/110
		1700/110	1700/111	1700/112
		1800/110		
2	Administrative Support	1110/120	1290/120	1400/120
		1700/120	1800/120	2110/120
		2120/120	2210/120	2220/120
		2230/120	3100/120	
3	Programming - Planning	1110/150	1290/150	1400/150
		1700/150	1800/150	2110/150
		2120/150	2210/150	2220/150
		2230/150	3100/150	7200/400
4	Safety	1110/160	1290/160	1400/160
		1700/160	1800/160	2110/160
		2210/160	2220/160	2230/160
		3100/160	2120/160	
5	Training (Miscellaneous)	1110/160	1290/160	1700/160
9	Fire Fighting RT	1110/130	1290/130	1700/130
10	Job Corps	1290/160	1700/160	1900/290
11	Record Services	1110/200	1800/200	1210/200
12	Information Service	1110/200	1210/200	
13	Status	1110/200	1210/200	
14	Agricultural Cases	1110/310	1210/310	1210/344
		1210/600	1400/340	
15	Occupancy Cases	1110/310	1110/344	1210/310
		1210/320	1210/344	1210/600
		1400/340	1900/210	1240/413
16	Public Sale Cases	1110/310	1210/310	1210/320
		1210/344	1240/413	1400/340
17	Exchange Cases	1110/310	1210/310	1210/320
		1210/344	1240/413	1900/210
		1900/110	1400/340	
18	Selection Cases	1110/310	1210/310	1210/320
		1210/344	1240/413	1400/340
19	Recreation & Public Purposes Cases	1110/310	1210/310	1210/320
		1210/344	1240/413	1400/340
20	Scrip Cases	1110/310	1210/310	1210/320
		1240/413		
21	Right-ofWay Cases	1110/310	1210/310	1210/600
		1240/413	1240/415	1400/240
22	Special Land Use Permit	1110/310	1210/310	
23	Mineral Entries	1110/320	1110/344	1210/320
		1210/344	1900/110	1900/210
		1900/344		

California Management Study - Activity Distribution Sheet

Job No.	Work Category	Activity		
24	Oil & Gas Leasing	1110/331	1210/331	
25	Other Mineral Leasing	1110/332	1210/331	
26	Material Sales	1210/320	1210/341	1210/344
		1210/600	1400/240	
27	Withdrawals	1110/342	1210/342	1210/320
28	Other Mining Claim Conflicts	1110/344		
29	Public & Cooperative Relations	1110/200	1210/200	1220/420
		1220/820	1240/610	1260/320
		1290/150	1400/160	1700/150
30	P.L. 167 & Other Special Laws	1210/320	1210/344	
31	Compliance Checks	1210/343		
32	Land Tenure Analysis	1210/410		
33	Unit Resource Analysis	1210/410	1210/420	1220/810
		1220/210	1210/520	1240/300
		1250/210	1260/310	1290/171
		1800/900		
34	Mineral Resource Inventory	1210/420		
35	Classification, Type IV	1210/430	1800/300	
36	Inventory, Recreation	1210/510		
37	Planning, Recreation	1210/520	1800/900	
38	Protection, Recreation	1210/530		
39	Advertising, Trespass	1210/600	1400/240	
40	Cooperative Research	1220/210	1240/610	1250/400
		1260/400	1270/340	
41	Primary Range Studies	1220/220	1220/210	
42	Classification, Type I	1210/430		
44	Supplemental Range Studies	1220/220	1220/210	
45	Classification, Type II	1210/430		
46	Forage Inventories	1220/220	1220/210	
47	Economics, Range	1220/210		
48	Range Suitability	1220/220	1220/210	
49	Classification, Type III	1210/320		
50	Access-Easement Acquisition	1220/210	1220/810	1240/411
		1260/320	3100/300	1400/240
51	Allotment Evaluation	1220/230		
52	Allotment Management Plans	1220/240	1800/400	
53	Management Plan Supervision	1220/310		
54	Range Inspections	1220/320		
55	Trespass, Range	1220/330	1400/340	
56	Use Adjustments, Range	1220/410		
57	Users - Agency Meetings, Range	1220/420	1260/320	
58	Use Authorization, Range	1220/420		
59	Hearings & Appeals, Range - Section 3	1220/430		
60	Fish & Wildlife Planning	1220/810	1240/800	
61	Program Coordination, Wildlife	1220/820		
62	Habitat Studies, Wildlife	1220/830	1240/800	
63	Forest Inventory - Commercial	1240/200		
64	Management Plans, Forestry	1240/300	1800/500	

Job No.	Work Category	Activity	
67	Precruise & Layout, Timber	1240/412	1400/240
68	Cruise, Timbe	1240/413	
69	Forest Inventory - Woodland	1240/200	
70	Appriasals, Timber	1240/413	
71	Contract - Timber Sale	1240/414	
72	Other Forest Products	1240/420	
73	Trespass - Forest	1240/500	1400/240
74	Free Use Permits	1240/620	
75	Forest Pest Control	1240/630	
76	Rehabilitation Plans, Forest	1250/210	
77	Pretreatment Surveys, Forest	1250/220	
78	Post-treatment Surveys, Forest	1250/220	
79	Stand Improvement Plans	1250/230	
80	Stand Improvement Surveys	1250/240	
81	Snag Felling	1250/311	
82	Other Site Improvements, Forest	1250/312	
83	Seeding Projects, Timber	1250/321	
84	Planting Projects, Timber	1250/322	
85	Stand Improvements, Timber Contract	1250/330	
86	Earth Structures, Maintenance	1260/200	
87	Land Treatment, Maintenance	1260/200	
88	Fences, Maintenance	1260/200	
89	Water Projects, Maintenance	1260/200	
90	Surveys, S&W	1260/310	
91	Plans, S&W	1260/320	1800/600
92	Fences, Contract - Chaparral	1260/520	1260/821
93	Brush Control	1260/510	1260/811
94	Fences, Contract - Great Basin	1260/520	1260/821
95	Great Basin - Desert, Seeding	1260/530	1260/812
96	Chaparral - Annual, Seeding	1260/530	1260/812
97	Ridge Top, Seeding	1260/530	
98	Other Soil Stabilization Practices	1260/540	
99	Reservoirs	1260/611	1260/831
100	Spring Developments	1260/612	1260/832
101	Wells	1260/613	1260/833
102	Other Water Developments	1260/614	
103	Detentions	1260/621	
104	Diversions	1260/622	
105	Dikes	1260/623	
106	Other Water Control Practices	1260/624	
107	Study Plots & Cattle Guards	1260/700	
108	Stock & Truck Trails	1260/700	
109	Section 4 Permits	1260/700	
110	Section 15 Permits	1260/700	
111	Stream Fish Habitat	1260/840	
112	Stand Improvement, Force Account	1250/330	
113	Education, Fire	1270/210	
114	Fire Trespass	1270/220	1400/240

California Management Study -- Activity Distribution Sheet

Job No.	Work Category	Activity		
115	Hazard Reduction	1270/230		
116	Fire Breaks - Construction	1270/240		
117	Planning, Fire	1270/311		
118	Training, Fire	1270/312		
119	Tools, Supplies & Temporary Facilities	1270/320		
120	Detection	1270/330		
123	Communications	1270/400		
124	Contract Supervision, Fire	1270/510		
125	State Protection, Fire	1270/520		
127	Impact Studies	1290/172		
128	Unit Analysis Review	1290/171		
129	Initial Analysis - Economic Profile	1290/171		
130	River Basin Planning	1290/172	1900/290	
131	Pilot District Studies	1290/173		
132	Survey Records, Cadastral	1400/120		
133	Microfilming, Cadastral	1400/120		
134	New Surveys, Cadastral (Open)	1400/210	1400/230	
135	Resurveys, Cadastral (Open)	1400/210	1400/220	1400/230
136	Soil & Watershed Projects, Cadastral	1400/240		
138	New Surveys, Cadastral (Closed)	1400/310	1400/320	1400/330
139	Resurveys, Cadastral (Closed)	1400/310	1400/320	1400/330
140	Protractions, Cadastral (Open)	1400/310	1400/320	1400/330
141	Field Work, Remonumentation	1400/410	1400/420	1400/430
144	Wildlife Habitat Mitigation	1900/260		
146	Reproduction, Cadastral	1900/400		
147	Survey, Roads, Timber	1240/411		
148	Design, Roads, Timber	1240/411		
157	Habitat Inventory - Great Basin	1220/830		
159	Public Survey Review	7200/400		
160	Cadastral Mapping	1800/700		
161	Basic Map Series	1800/800		
162	General Cartographic	1800/900		
163	Fire Break Maintenance	1270/240		
164	Clerical Support -- Technical Activities	1110/120	1210/120	1220/120
		1240/120	1250/120	1260/120
		1270/120	1290/171	1400/120
		1800/120	2110/120	2120/120
		1700/120	2210/120	2220/120
166	Hearings & Appeals, Section 15	1220/430		
167	Habitat Inventory, Chaparral	1220/830		
168	Miscellaneous - Other Land Cases	1110/310	1210/310	
169	Fences - Force Account	1260/520	1260/821	
170	Water Catchment, Wildlife	1260/834		
171	Other Water Development, Wildlife	1260/835		
172	Training - Technical	1110/160	1210/160	1220/160
		1240/160	1250/160	1260/160
		1270/160	1400/160	1800/160
		2110/160	2120/160	2210/160
		2230/160	3100/160	2220/160
		1220/810		

California Management Study -- Activity Distribution Sheet

Job No.	Work Category	Activity		
173	Planting, Wildlife Habitat	1260/813		
174	Pond & Marsh Development	1260/814		
175	Other Protection, Wildlife	1260/822		
176	Lake & Reservoir Fish Habitat	1260/850		
177	Other Agency Protection	1270/530		
179	Rodent & Pest Control	1260/700		
180	Reproduction, General	1900/110		
181	URA Time Study	1290/171	1210/410	1210/420
		1220/210	1220/810	1240/300
		1250/210	1260/310	1210/520
		1800/900		
182	Equipment Maintenance	1260/200		
183	Forest Reinventory, Commercial	1240/200		
201	Building Construction Survey	2110/200		
202	Building Construction Design	2110/200		
203	Building Construction Review	2110/200		
204	Insp.-Adm. Bldg. Contract	2110/430		
205	Building Layout	2110/430		
206	Recreation Development Survey	2120/200		
207	Recreation Dev. Design	2120/200		
208	Recreation Dev. Review	2120/200		
209	Insp.-Adm. Recreation Contract	2120/430		
210	Recreation Layout	2120/430		
211	Condition Survey - Work Plans	2210/200	2220/200	2230/200
212	Bldg. Mtce. Force Account	2210/320		
213	Bldg. Mtce. Contract	2210/320		
214	Rec. Operation Force Account	2220/310		
215	Rec. Operation Contract	2220/310		
216	Rec. Mtce. Force Account	2220/320		
217	Rec. Mtce. Contract	2220/320		
218	Cleanup	2220/330		
219	Road Mtce. Force Account	2230/310	2230/320	
220	Road Mtce. Contract	2230/310	2230/320	
301	Road Constr. Survey	3100/200		
302	Road Constr. Design	3100/200		
303	Road Constr. Review	3100/200		
304	Road Contract	3100/411	3100/412	
305	Road Staking	3100/411	3100/412	
306	Bridge Contract	3100/420		
307	Bridge Layout	3100/420		

B. Unit Measurements

In studying our present system with regard to the relationship of work units produced to manpower required, it was found that actually a large part of our accomplishments can not be measured since they are represented only in terms of man-months. Reference is made to the current Progress Report Forms which portray only a limited amount of work elements, simply because of having too few reportable units within the total program. Secondly, it was found that practically no field information is available showing the average manpower needed to produce a unit of work. The next step in our study then, was to assign measureable units to all work possible, in terms other than the customary man-months, and to develop average rates of time necessary to produce a given unit of work. Man-months do provide a common denominator for comparing work input where types of units within a program are variable such as miles, acres, or cases. However, work which is quantified only in terms of man-months yields some information on the level of operation if not a specific accomplishment.

Many decisions were made, some autocratically, others by consensus, in assigning the type of unit that most accurately or typically measured production.

Most tasks have more than one dimension, such as a timber sale job, which could be influenced by thousand board feet, acres, and number of sales. Each of these factors would have to be considered in determining a specific timber sale workload for an area to be offered. However, the use of such variables in the study system were considered and rejected as not producing increased reliability of information and benefits commensurate with the added effort required for voluminous data handling. In such areas as construction, dollar levels were translated into terms of miles of road or family recreation units. In all instances, the single unit considered most representative was selected to depict a particular job.

One of the most controversial issues in the study were the rates established for converting work units into man-months. After the type of unit had been decided upon, the picture immediately envisioned was the extremes of time limits required to accomplish the job. For instance, a single land exchange case can vary from 100,000 acres to 40 acres. Cadastral survey work ranges topographically from rough and mountainous terrain to level flat expanses, although the unit of measurement for a mile of survey is the same in both instances. However, no planning can be properly conducted without some form or idea of manpower requirements. Thus, based upon annual statistical data, monthly and quarterly casework reports, operating budgets, management printouts, project reports and most importantly, the joint judgment of key District and State operating personnel, average man-month conversion rates

were established for each line item of work that had been designated with a measureable unit.

Recognizing that differences in manpower requirements for a particular job occur by regions within the State, conversion rates were varied where satisfactory justification was demonstrated. Principal variability occurred between the best blocked and fragmented land pattern areas, between the Great Basin and Annual - Chaparral type areas, between Section 3 and Section 15 Livestock Management areas and between areas of high and low population densities. Certain jobs such as maintenance of range improvements or the conduct of range studies, are carried out on a periodic basis. These cycles of recurrent work have been reflected in the conversion rates to man-months.

The need for uniform units of measure is essential in providing the field manager with a guide for consistent planning. In addition, an improved progress reporting system is made possible wherein reliability of data can be increased with recorded experience. A complete listing of itemized jobs by activity and work code, along with established conversion rates are shown on the Work Category Code Forms in the appendix.

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1210	420	34	1000 Ac	100	Mineral Resource Inventory (020)
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	430	42	1000 Ac	50	(010-020-060) Classification, Type I
				10	(030-040-050) Classification, Type I
		45		15	Classification, Type II
		49		10	Classification, Type III
		35		1	Classification, Type IV
	510	36	Family Unit	200	Inventory, Recreation
	520	33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
		37	Family Unit	100	Planning, Recreation
	530	38	Sites	2	Protection, Recreation
	600	15	Cases	2	Occupancy - Trespass
		14		2	Agricultural - Trespass
		39		2	Advertising - Trespass
		26		2	Material - Minerals - Trespass
		21		2	Right-of-Way - Trespass
1220	120	164	MM		Clerical - Range Management

November 1967

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1220	830	62	Studies	2	Habitat Studies
		167	1000 Ac	15	Habitat Inventory - Chaparral
		157		25	Habitat Inventory - Great Basin
1240	120	164	MM		Clerical - Forest Management
	160	172			Training - Technical
	200	63			Forest Inventory - Commercial
		183	1000 Ac	6	Forest Reinventory - Commercial
		69		5	Forest Inventory - Woodland
	300	64	MM		Management Plans
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	411	147	Miles	2	Survey
		148		2	Design
		50	Cases	1/2	Access - Easement Acquisition (D.O.)
				6	Access - Easement Acquisition (D.O.)
	412	67	Miles	1/3	Precruise and Layout
	413	68	MBF	300	Cruise - 100% (010-020-060)
				500	Cruise - 100% (030-040-050)
		15	Cases	2	Occupancy - Timber Cruise

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C. Workload

The first data input called for in the California Management Study was total workload or TW. In the broad sense, three major classifications of work immediately became evident; viz, recurrent, nonrecurrent, and recurring nonrecurrent. During the process of developing definitions and working with examples, rules emerged wherein all work was considered in one of the two groups; recurrent or nonrecurrent. The Total Work concept was one of several difficult areas in which achieving understanding, reaching agreement, and communicating became nearly impossible at times.

Nonrecurrent work consists of those jobs which have an identifiable point in time for completion or termination within the foreseeable future. Some examples are construction projects, resource inventories, land classification, land disposal, trespass casework, etc. Questions always arise concerning the recurrent status of land disposal and trespass cases which consistently recur annually. Referring to our definition, a point in time can be reached wherein all disposal tracts classified have been transferred or where with adequate funds and manpower, all trespass has been abated. Therefore, these repetitive jobs are classified nonrecurrent.

Recurrent work has no time dimensions or no end point which can be foreseen short of reaching a specific decision to cease operations. This category includes project maintenance, analysis and inventory updating, timber and material sales, and issuance of grazing licenses and right-of-way permits. Here it might be argued that a point in time can be reached when all of the public domain is blanketed with rights-of-way or that the supply of common variety materials has been exhausted. However, these situations would not occur within the foreseeable future and would therefore not meet the definition for nonrecurrent work. All work, with one exception, that could not be designated in units other than man-months fell into the recurrent category. Some of these are such inputs as manager, clerical support, public and cooperative relations, programming and planning, which are measured in terms of man-month levels and should relate on a percentage or ratio basis to size of operation and extent of technical input.

Instructions were issued to all offices to record total work (TW) in the nonrecurrent category on the basis of entire identifiable or reliably estimated job including all backlogs, Bureau motion and public demand effort contemplated in the future. In the recurrent categoty, the proper or necessary annual level of input was to be recorded, even though these might exceed those permitted and existing in the Annual Work Plan. The Total Work, therefore, in FY 68 was to report all confirmed and suspected casework which comes within the purview of Bureau responsibility without regard to limitations of funds, manpower, facilities or skills. From the above discussion then, it became necessary to determine the status of recurrency

before total work could be properly recorded. The Total Work data is based on the personal knowledge of field personnel having extensive experience. Although some estimates were necessary, most of the data is considered valid and based upon inventories and studies having a high degree of accuracy. As knowledge continues to accrue through surveys, analyses, investigations, examinations, research, etc., the evaluation and assessment of Total Work will constantly improve and be updated in the system.

The next provision found necessary was to establish the means by which changes and modifications in Total Work could be made other than through the normal media of program accomplishment. At this juncture, a Total Work Adjustment (TWA) factor was included in the system. Because of the differences in work characteristics, use of this elemetn has specific meanings with regard to program projections. For the most part, TWA stems from changes in legislation (new enactments, repeals, extensions or amendments), Bureau policy, public demands or inventory data. Adjustments are made only at the time a specific need occurs, with one exception. In one work area, annual projected adjustments are necessary in the programming process. These are the voluntary filing of land patents and applications requiring effort whether or not approved, and cases of unauthorized land and resource used which must be resolved through legal action. Thus, the following illustrations are made to clarify the intended use of TWA.

A. Nonrecurrent Work (Only as needed)

1. Bureau Motion

   a. Change in Road Program through update of Transportation Plan.
   b. Change in Recreation Program through continuation of Recreation Inventory.
   c. Change in Water and Soil Program through update of Resource Needs Inventory.
   d. Change in Impact Studies through Project Development by other agencies.

2. Public Demand (Annual Forecast)

   a. Change in Lands & Minerals caseload only to extent of anticipated annual public filing until implementation of Bureau motion. (Represents addition to backlog and Bureau motion totals).
   b. Change in Trespass caseload generated externally until adequate control is achieved. (Represents addition to backlog).

B. Recurrent Work (Only as needed)

1. Bureau Motion

   a. Change in Maintenance levels through project development.
   b. Change in Administrative support through changes in total manpower ceilings.
   c. Change in Timber sales through modification of allowable cut.

2. Bureau of Land (Only as needed)

   a. Change in Right-of Way cases from normal annual pipeline caseload through major project development.
   b. Change in material sales from normal annual pipeline caseload through changes in market conditions.

Changes within Total Workload affecting manpower inputs such as modification of standards, quality control, and procedures are not reflected in the TWA. Rather, these changes would be accomodated through revision of the unit per man-month conversion rates.

In summary, the Total Work Adjustment provision is not used annually except in those cases where public demands comprise the workload and the yearly increment needs to be added to the nonrecurrent work. Normally, Total Work would decrease only through the process of program accomplishment. When variations from this procedure occurs, the reason for such changes would be reflected in the Total Work Adjustment column.

DISTRICT COMMENTS-TOTAL WORKLOAD DETERMINATION

The primary listing in the management study is the total workload by job. Accurately determining the magnitude of each job, according to existing experience and available methods, is a prerequisite to ensuing data manipulation, workload analysis and priority selection. Equally important, is recording the data in such a manner that the total workload can be adjusted as workload is completed, new jobs arise or job totals are affected by changing conditions, or qualification analysis.

In building the data bank, the basic workload was determined by the Districts, the level where the necessary data for such a summation is compiled. Adjustments to job totals were then made by the State staff, in a joint review with the District Managers, as warranted by further knowledge of factors affecting workload.

In defining the total workload for each of the 186 jobs it was found that many were already accurately determined such as Unit Resource Analysis where the number of Type I and Type II Planning units is the total workload. The same is true for maintenance jobs where the existing projects are the total workload to be maintained, except in this case the total workload increases with new project completions. In many instances, as above, determining one job total defines many other related jobs. URA's require annual review, Timber Sales require cruising, layout, timber planting and timber road survey and design; Allotment Management Plans require numerous range studies, allotment evaluation and supervision; Road Construction requires survey, design, review and contract work. Once the magnitude of the key job is established, the job totals of the related jobs are automatically established by the job criteria.

Many workload totals can be accurately estimated when considering a group of jobs, although the emphasis on jobs within the group can change at any given period according to demand or desired outputs. Such an example is lands dispositions where by law the State has sufficiently determined which lands will be retained for management and which lands are suited for disposal. Changes in highest and best use should not affect the total workload in disposal actions, but might very well shift the emphasis from public sales to agriculture, entry, exchanges, R & PP's, etc.

In other groups of jobs such as fire protection, trespass, use authorization, use supervision and cadastral, the inventories, acreages, and caseload data provide for an accurate estimate of workload. Future adjustments in these categories will primarily relate to intensity of management.

Activities such as General Support, Training and Safety are quantified by past experience or established ratios bureau wide. Time coding experience in these categories will be valuable to any management analysis through which adjustments to total workload may result.

Total workloads in planning and inventories are defined both very accurately by directives and needs such as Forest, Vegetative, and Recreation Inventories, or in other cases, very loosely as to the amount or degree, of planning needed.

Time coding to these jobs is critical to more accurately defining some of the unknowns in planning and for evaluating their relationship to the total management job.

In assessing total workload there are then some 40 jobs of the 186 that require a major amount of analysis using data from many sources. This group is comprised of project opportunities in Forestry, Watershed, Wildlife, Recreation, Roads and Access Acquisition. Site capabilities are involved as determined by surveys, studies and inventories. The many data sources are further listed in this report. Outputs were considered at this point in time, to the best of present capabilities, procedures available and existing studies. Further quantification, experience and procedures will no doubt affect the total workload in this category, increasing some jobs while decreasing others. Time coding against units of accomplishments as provided for in the management study will verify the inputs in quantification analysis.

A listing of job numbers grouped according to general data sources is as follows:

1. Support jobs where total workload is set by standard organization requirements and established ratios to total workload. Jobs 1 through 5 (Safety, Training, Administration).

2. Lands Disposition Jobs - Data Sources: Land Office inventory, casework reports, URA classification overlay. Jobs 11 to 29, 30 to 32, 127, 132, 144, 168.

3. Jobs defined by law or program directive as based on an established amount or inventory such as URA., Allowable Cut, Impact Studies, Classification, etc. Jobs 10, 33, 35, 42, 45, 49, 52, 67, 68, 70 to 72, 128 to 131, 147, 148, 161.

4. Maintenance - Workload directly related to existing projects and project completion schedule such as S & W, Building, Recreation and Road Maintenance. Jobs 86 through 89, 163, 182, 211 to 217, 219 and 220.

5. Fire Protection - Jobs contingent upon suppression and protection of over 16 million acres, of which 2 million acres are under contract to the State of California. Job totals are related to intensity of management. Jobs 9, 113, 115 through 120, 123 to 125, 177.

6. Trespass-Workload determined by suspected and confirmed trespass records and annual occurrance statistics with projected estimates. Included are Occupancy, Range, Forest and Fire trespass. Accomplishing the inventory in this category is mandatory. Jobs 15, 39, 55, 73, 114.

7. Cadastral based on inventories, District priority reports, and needs identified by other programs. Forest Service data is also included. Much of this data was previously compiled in a report required by the Washington Office. Jobs include 133 through 141, 146, 159, 160.

8. Use authorization and supervision - based on existing caseload and projected increases as required by range improvements scheduled. Jobs 51, 53, 54, 56, 58, 59, 74, 109, 110.

9. Planning, Inventories - based on requirements prerequisite to multiple use management. Estimates based on inventories needed to meet URA requirements, and data needed to plan the total workload. In some cases the workload is firmly established or is directly related to the programmed rate of other jobs such as range studies in relation to Allotment Management Plans, or Forest Inventories where definite procedures are established. In other jobs such as Mineral Resources Inventory, General Planning, or Habitat Studies, the workload estimate is based on variables, because of lack of historical data, procedural instructions or insufficient knowledge of degree or quality needed. Jobs 34, 36, 37, 40, 41, 44, 46, 47, 48, 60 through 64, 69, 76.through 80, 90, 91, 157, 167, 183.

10. Construction Project prerequisites - survey, design and review as established by job criteria from job experience. Total workload is directly related to construction project. Jobs 201 to 203, 205 to 208, 210, 301 to 303, 305 to 307.

11. Project opportunities - includes such jobs as pest control, Forest Rehabilitation and other Site Improvements, Soil and Watershed Projects, Wildlife Projects, Buildings, Roads and Recreation Projects. The data sources here also were used in determining total workload in some of the above categories.

Much of the inventory and opportunity data used is already summarized in completed or partially completed URA's. In addition may inventories, not yet compiled in the URA, are in usable form, such as Vegetative, Forest, Convservation Needs and Recreation Inventories.

Watershed, Transportation, Forest Management, Forest Rehabilitation and Recreation Plans were also used to the extent completed. Soil Surveys, in the broad USGS definition or the SCS low and medium intensity definition were a reference, as were Frail Lands Surveys.

Highly competent plans, relating to this workload, exist that were developed by other agencies such as the California Water Plan, Recreation Plan and the California Fish and Wildlife Plan.

Statistical and Data Sources also include the Economic Profile, District Summaries, USGS and Weather Bureau hydrological data, Division of Water Resources Studies and Investigations, BOR study publications covering demand and use requirements, California Fish and Game statistics, etc.

Many publications were used in general assessment of project benefits. Included are Economic analysis by BLM of rehabilitation projects in two chaparral areas and independent Economic Analysis of range improvements in the Western States and Shasta County by the University of California and Extension Service.

Jobs 38, 50, 75, 81, 82, 83, 84, 85, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 111, 112, 115, 169, 170, 171, 173, 174, 175, 176, 179, 204, 209, 218, 304.

In summary, it is estimated that the majority of the workload totals are accurate to within a range of 85 to 100%, with some job totals being 100% accurate under present conditions. In categories 9, Planning and Inventories, and 11, Project Opportunities, the job estimate is in approximately the same range of accuracy at this point in time, although it is realized that as more sophisticated methods of assessing demand and quantifying outputs are developed, the workload totals in this group will be more subject to adjustments. Also, the fact that errors in job estimates tend to average out within a group of jobs increases the accuracy of the total work estimate.

D. Programming

The ground rules established for constructing work programs were as follows:

1. The Management Study would include annual programs for the seven year period FY 74, inclusively.

2. All known directives issued by the Washington Office, Service Center or State Office pertaining to work schedules and quality levels, would be observed.

3. The FY 68 program would be based upon February 1967 submissions in regard to both manpower and workload, and the FY 69 program would not exceed the current personnel ceilings, although changes in program emphasis from the FY 69 submissions were permissable.

4. Beginning with FY 70 and extending throughout the study period, program projections should be made within (a) the practical limits of personnel recruitment and training, (b) curtailments resulting from delays of prerequisite programs, and (c) controls imposed by limiting factors such as lead time for planning or breaks in the required sequence of program operations.

5. Programs would be based on the assumption that the Vietnam War would be over by 1970.

The numerous elements affecting programming were considered and discussed during the course of the study. In order to bring some of the many factors and ideas together in an organized manner, these varies influences have been highlighted as Program Criteria, Resource Demand, Program Balance, and Priority Selection.

Having established for the majority of work conversion rates translating average time in man-months for performing units of work, all known time frames established for meeting agency objectives gained foremost importance. Program Criteria, or the long range goals and objectives of the Bureau, where they existed, were seriously sought. For nonrecurrent work, completion or termination dates were key criteria factors. Examples are:

1. Statutes of Limitations applicable to trespass cases

2. Termination of the Mining Claim-Occupancy Act, Public Sale Act, etc.

3. Bureau deadlines for Range Allotment Plans, Type I and II Classification and Unit Resource Analysis, etc.

For recurrent work, established levels of operation and resource output were critical. For example:

1. Allowable timber cut requirements

2. Primary range study cycles

3. Backlog limits for pipeline flow of casework

4. Maintenance of capital investment projects

Demands for resources and services by the public and other governmental agencies play a crucial role in program determinations. The relationship between the supply or availability of resources to demand at the local level is a strongly guiding force. Programs which are directed towards evaluating, protecting and collecting revenues for the General Treasury are a primary responsibility. Commitments made to resource users in the process of management negotiations must be observed. Other Federal programs having high national significance, such as National Park exchanges or Reclamation Withdrawals for water project development requiring lands or services from the Bureau certainly enter the program picture. In other words, the entire area of external public and political demands have a profound impact upon programming.

The third general category to be reckoned with is Program Balance. At the local level, after overhead and supervisory time has been set aside, decisions are made as to the probable ratio of administrative time in terms of clerical input to total and technical personnel numbers. Time for training, safety, public and cooperative relations, etc., also require an assigned percentage level. Since tables of organization are relatively rigid, serious effort is required to achieve balance between workload and skills on the basis of timing needs. Service Center assistance and requests from other offices, such as the Solicitor, must be properly scheduled to develop an integrated balanced program. More importantly to the manager, is the capability to move around within his program or to have sufficient flexibility to cope with such problems as transfer of key personnel, extremely serious fire seasons, crash programs, or to take advantage of unusual resource opportunities. To have proper personnel balance, some jobs of lesser priority may have to be included in the program. In other words, directives which give total program guidance and leave nothing to the discretion of the manager could prove disastrous to an office operation. Despite good information, excellent data arrangement and decision making devices, human judgment still remains the most vital input for any program.

The last item concerning Priority Selection is in part a summary of the prior programming considerations. A substantial segment of any program is comprised of mandatory work made so by Congressional and Bureau directives, public and political demands. Much of this workload is implied only, having not been reduced to writing. Many

of the time-consuming services provided to the public fall into this category. Although financial considerations, such as cost benefit ratios and investment decisions, have some bearing upon programming, by far functions which serve the public have the greatest influence on program direction and emphasis. Work of secondary importance has been designated critical, and here the needs vary both nationally and locally. For example, project development, even though required for the protection of deteriorating resource values, has been relegated into a subordinate priority position below mandatory. Public Works activities are the first to suffer from curtailment of appropriations.

Keeping in mind the program framework of (1) mandatory versus critical work, (2) Bureau directives and (3) outside pressures, the local manager must also construct his program within the bounds of personnel ceilings. Since specific State program guides were not given to the District and Land offices, these programs when totalled into a composite result do not necessarily reflect the State program. After further analysis is conducted, a State program will be developed followed by making the necessary adjustments in the District programs.

(Reference is made to attached Listing of Directives)

CALIFORNIA MANAGEMENT STUDY
WORKLOAD INVENTORY AND PROGRAM

Office_____

Activity	Work Code	Job No.	Position Code	Type of Unit	FISCAL YEAR_____ NUMBER OF UNITS On Hand	New	Program	MAN MONTHS
1260	200	86		Number				
(8100)		87		1,000 AC				
(7100)		88		MM				
(9500)		89		Number				
	310	90		1,000 AC				
		33		Unit				
	320	91		1,000 AC				
		29		MM				
		92		Number				
		50		Case				
	400	40		MM				
	510	93		1,000 AC				
	520	94		MM				
		169		MM				
	530	95		1,000 AC				
		96		AC				
		97		AC				
	540	98		AC				
	611	99		Number				
	612	100		"				
	613	101		"				
	614	102		"				
	621	103		"				

WORK DIRECTIVES BY JOB

1. Public Demand Services & Operations. As required to meet needs and demands of the public for goods and services in addition to specific directives

Job No.	Job Title	Directives
11	Record Services	Special reports and statistics, BLM Manual 1603 - maintain title records and respond to inquiries, Instruction Memos, congressional inquiries, etc.
12	Information Service	BLM Manual 1603 - provide public information in response to need
13	Status	Program Outlook Guide - maintain records
14	Agricultural Entry	Keep current, FY 69 Prog. Advice
15	Occupancy	Accomplish 15% as 1st priority, FY 69 Prog. Advice or 280 cases. Statute of Limitations, PL 89-505, 28 USC 2401
16	Public Sale	Keep current with petition applications, FY 69 Prog. Advice, Program Outlook Guides, BLM Manual 1603
17	Exchanges	Keep current with petition applications, FY 69 Prog. Advice, Program Outlook Guides, Complete transactions, private & For. Ser.
18	Selections	BLM 1603 meet State Selection schedules, transfer 50% or 7,000 acres, FY 69 Prog. Advice
19	Rec. & Pub. Pur.	Keep current, FY 69 Prog. Advice & Program Outlook Guides, BLM 1603
20	Scrip	Keep current, FY 69 Prog. Advice & Program Outlook Guides
21	Right-of-Way	" " " " " " " " " "
22	Spec. Land Use	" " " " " " " " " "
23	Mineral Entry	" " " " " " " " " "
24	O & G Leasing	" " " " " " " " " "
25	Other Min. Lease	" " " " " " " " " "
26	Material Sales	" " " " " " " " " "
27	Withdrawals	" " " " " " " " " "
28	Other Min. Confl.	" " " " " " " " " "
30	PL 167 & Oth.	4.1 Vol. 6-Mineral, Part V, accomplish when interference between claims and other uses for management purposes (2 yrs. in advance)
31	Comp. Checks	As required by CFR under terms of document
39	Adver. Trespass	BLM 1603
56	Rge Use Adjust	Directive from Director - complete adjudication in Susanville by July 1, 1968 (101 cases)

Public Demand Services & Operations (Continued)

Job No.	Job Title	Directives
58	Rge. Use Author.	Keep current, Grazing Regulations 43CFR 4110-15, 4122
59	Rge. Hear. & App.	
73	For. Trespass	FY 69 Prog. Advice, Statute of Limitations - PL 89-505. Eliminate backlog by June 1972, BLM 1603 - reduce to current basis
90	S&W Surveys	Directive (Vegetative inventory only for Range Survey). See Job 46
132	Survey Records	BLM 1603 - Maintain records, respond to public needs
140	Protraction	Records Improvements - program dependent on this program (RIP in FY 69), 1968 AWP - complete in FY 69.
159	Pub. Sur. Rev.	Mandatory to formularization of surveys
160	Cadastral Map	Plats for formularization of cadastral surveys
168	Oth. Land Cases	FY 69 Prog. Advice - Keep current, Program Outlook Guide, BLM 1603

2. Bureau Motion Services & Operations. Jobs that have specific goals as set by program directives, special instruction or manual requirements.

Job No.	Job Title	Directives
10	Job Corps	Toyon Job Corp - Redding involving programming of Job Corp work
33	Unit Res. Analy.	FY 69 Prog. Advice - Complete Type I & II Planning Units by end of FY 69 (24 per year)
41	Primary Rge. Stud.	Inst. Memo 67-193, Manual 4413,32 (set up on all Allot. Mgt. Plans)
42	Classif. Type I	FY 69 Program Advice complete by end of FY 69, 75% in FY 68, or 7,700,000 acres
45	Classif. Type II	FY 69 Program Advice - complete 15% FY 68 or 1,000,000 acres. BLM 1603 - complete classification to establish mgt. areas by June 30, 1969.
46	Forage Inv.	FY 68 Prog. Advice and 68 AWP Directives (required to complete Allot. Mgt. Plans), complete by FY 72, (600 M/yr.)
49	Classif. Type III	FY 69 Program Advice - 1st priority to Lower Colorado Land Use (250,000 acres), Sec. Order 2901
50	Access-Easement	Directives or advices approving projects requiring easements or those required by Timber Sales (70 cases)
51	Allotment Eval.	(See Job 41). Evaluation in FY 68 on allotment plans not yet approved under manual requirements, but in operation

Bureau Motion Services & Operations (Continued)

Job No.	Job Title	Directives
52	Allot. Mgt. Plan	(FY 67 AWP Advices), AMP's by July 1, 1975, 1,100,000 acres/year
53	Mgt. Plan Super.	FY 68 AWP Directives - Manual 4112-15 B3C (5), supervise all AMP's
62	Habitat Study	FY 67, 68, 69 Program Advice and FY 66, 67, 68 AWP Directives, (initiate)
63	For. Inv. Commer.	Manual 5,000.02, updating only in Mgt. Study period
67	Precr. & Layout	Manual 5,000.02H, 52mm bd. ft.
68	Timber Cruise	" " " " "
69	For. Inv. Woodld.	" 5,000.02c, FY 69 Prog. Advice (complete by FY 74, 210,000 acres/year)
70	Tim. Appraisal	Manual 5,000.02H, 52MM per year
71	Timber Sale	" " " " "
78	Post-Treat. Sur.	Manual 5,000.02L and 5700.02C on existing projects
83	Timber Seeding	FY 69 Prog. Advice still in effect - complete backlog by FY 75
84	Timber Plant.	Manual 5000.02L, 5700.02C - complete backlog by FY 75 - (5,000 acres per year)
127	Impact Studies	Bureau of Recl. & BLM Memo of Understanding, PL 89-72, primarily water-based projects, FY 68 AWP Directives, Manual 1734, I.M. 67-138
130	River Basin Planning	Type I Framework Studies, Calif. State Federal Interagency Group-Water Resources Council (PL 88-649, PL 88-607)
131	Pilot District	AWP Advices FY 1968 - Folsom
135	Resurvey - Open	Minimum mandatory requirements shown, 1968 AWP - for mgt. needs
139	Resurvey - Closed	54 groups in various stages of completion (requirements for resource programs plus Point Reyes, Colorado River, etc.), 1968 AWP - for mgt. needs
141	Remonument	USFS requirement 40,000 monuments in addition to BLM work
144	Hab. Mitigation	Trinity Deer Mitigation Project - Bureau of Recl. agreement
147	Tim. Rd. Survey	Manual 5000.02H, 52MM per year
148	Tim. Rd. Design	" " " " "
157	Hab. Inv. GB	FY 67-69 Prog. Advice & FY 66-68 AWP Directives
167	Hab. Inv. Chap.	FY 67-69 Prog. Advice & FY 66-68 AWP Directives
181	URA Time Study	FY 69 Prog. Advice

3. Emergency Protection Services. Jobs required to reduce resource damage on public and neighboring lands to conserve exisiting resource potentials; overall directives as outlined in BLM Manual 1603-Program Guidance emphasize a high priority for these purposes.

Job No.	Job Title
9	Fire Reg. Time
95	Seeding GB
114	Fire Trespass
117	Fire Plans
118	Fire Training
119	Temp. Facility
120	Detection
123	Communications
124	Fire Cont. Supv.
125	State Fire Prot.
177	Other Agency Prot.

4. Maintenance of Capital Investments. Overall objectives are to maintain values in capital investments on Federal Projects.

Job No.	Job Title
86	Earth St. Mtce.
87	Land Treat. Mtce.
88	Fence Mtce.
89	Water Pro. Mtce.
163	Fire Break Mtce.
182	Equip. Mtce.
211	Cond. Surveys Plans
212	Build. Mtce. FA
213	Build. Mtce. Contr.
214	Rec. Oper. FA
215	Rec. Oper. Contr.
216	Rec. Mtce. FA

Maintenance of Capital Investments (Continued)

Job No.	Job Title
217	Rec. Mtce. Contr.
219	Road Mtce. FA
220	Road Mtce. Contr.

5. General Support. As required by the standard organization to be adhered to by all Districts, BLM Manual 1213.37 Standard District Organization, and as required to provide the administrative structure for other jobs.

Job No.	Job Title	Directives
1	Manager - Staff	13 MM per District Manager, 3 MM/Division Chief, 2 MM/Area Manager-Based on minimum compliment according to standard organization chart, BLM Manual 1213.37
2	Admin. Support	10% of total man-months - average $3\frac{1}{2}$ positions per District, (Admin. Assist., file clerk, and typist for housekeeping functions)
3	Prog. Planning	Support - as required to program, complete AWP, progress reports, BLM Manual 1610, 1630
4	Safety Prog.	BLM Manual 1459, 1% of total personnel time (eliminating some support positions)
164	Clerical Tech	Support - 15% of all technical time

6. Non-mandatory Jobs. Primary direction is devised from Annual Work Plan advices.

Job No.	Job Title	
5	Training Admin.	As required for management training, etc.
29	Pub. & Coop. Relations	Manual 1120 (I & E Program)
32	Land Ten. Analysis	Includes 2,912,000 acres
34	Min. Res. Inv.	Inventory 1,796,000 acres
35	Classif. Type IV	Meet public demand as P.A.'s are filed
36	Inv., Rec.	Inventory 39 sites and update present inventory

Non-mandatory Jobs (Continued)

Job No.	Job Title	
37	Planning, Rec.	Complete 18 site plans
38	Protection, Rec.	Protection on 3 sites
40	Coop. Research	Dryland experiments in Range Improvements - chaparral manipulation
44	Supp. Rge. Stud.	Limited program
54	Range Inspection	Maintenance level
57	User-Ag Meets	" "
60	F&W Planning	Level of FY 68 program, including "B" Line
61	F&W Prog. Coord.	" " " " " " " "
64	For. Mgt. Plans	Develop & update documented formal management plans
72	Other For. Prod.	Limited program
74	Free Use Permits	" "
76	For. Rehab. Plans	Consolidate surveys into development plan, 15,000 acres
77	Pretreat. Sur.	Limit to current areas, 15,000 acres
79	Stand Imp. Plan	Limited basis - approx. 300 acres
80	Stand Imp. Sur.	" " " " "
82	Oth. Site Imp.	Complete 400 acres
85	Stand Imp. Cont.	" 200 acres
90	S&W Surveys	Surveys & plans in man-months not over 35% of total 1260 MM's, (3,910,000 acres)
91	S&W Plans	Surveys & plans in man-months not over 35% of total 1260 MM's, (9,420,000 acres)
92	Fence Cont. Ch.	Complete 16 miles
93	Brush Control	Complete 7,400 acres
94	Fence Cont. GB	Complete 35 miles
95	Seeding GB	Complete 700 acres
96	Seeding Chap.	Complete 3,000 acres
97	Seeding Ridge	Included in Job 96
99	Reservoirs	Complete 20 reservoirs
100	Spring Dev.	Complete 23 springs
101	Wells	Complete 5 wells
102	Other Water Dev.	Complete 3 units
106	Other Water Prac.	Complete 50 projects
107	Cattle Guards	
109	Sec. 4 Permits	5 permits
110	Sec. 15 Permits	12 permits

Non-mandatory Jobs (Continued)

Job No.	Job Title	
113	Fire Education	
116	Fire Break Constr.	Complete 3 miles
128	Unit Analysis Rev.	Review 6 plans
129	Initial Analysis	Update and review 6 District Summaries
133	Microfilming	For records improvement
162	Gen. Cartog.	12 maps of general nature
169	Fences - For. Acc.	Complete 12 miles
170	Water Catch.	Complete 2 water catchments
171	Other F&W Water	Complete 1 unit
172	Training - Tech.	Approx. 2% of technical time in FY 68 - Training requirement level is 5% of technical time, or 2 weeks/employee.
174	Pond Development	Complete 35 acres
180	Repro. Gen.	As required
201	Bldg. Survey	Preliminary data collection for DSC
206	Rec. Dev. Survey	Survey 212 family units
207	Rec. Dev. Design	Design " " "
208	Rec. Dev. Review	Review " " " , SO only
209	Rec. Dev. Contract	Construct 191 family units
210	Rec. Dev. Layout	Layout 191 family units
218	Clean Up	Clean up 32 sites
301	Road Survey	Survey 89 miles
302	Road Design	Design 89 miles
303	Road Review	Review 89 miles
304	Road Contract	Construct 48 miles
305	Road Staking	Stake 48 miles

E. Personnel

One of the original objectives of the California Management Study was to determine the amount and distribution of skills between the various offices for purposes of making staffing adequacy comparisons with workload requirements. To utilize Automatic Data Processing, where determined feasible, code numbers were assigned to personnel positions. A combination of organizational assignment and work skill specialties were used as the basis for delineation. This arrangement departs from Civil Service and Bureau position description titles and, as a matter of fact, all three designations are somewhat less than satisfactory.

With the exception of FY 68 and 69, where personnel ceilings are in effect, manpower listings and totals by job do not include leave of any sort or unprogrammed work as indicated in earlier instructions. Also contrary to initial advice, training, safety, and clerical time are not now included in the man-month totals as these are now individual line items of work. The significance of these changes is that after workload has been totalled for a particular package, activity, program, etc., a factor (such as 1.2 for example), should be applied to ascertain the personnel requirements. In other words, a program requiring 1,000 man-months input would necessitate approximately 1,200 man-months of personnel time.

Based upon annual programming, all offices were required to prepare tables of organization for FY 68 and FY 74 showing a job title, grade, and organizational niche. The path of each programmed job had to be traced in terms of sustained production levels, escalation, decreases, or stoppages (due to other limiting factors, termination or completion of work), in order to make personnel projections. Although use of temporary employees, Service Centers, A & E, and other type contracts provided some flexibility, difficulty was encountered in balancing work needs against manpower without resorting to the need for reductions in force, or excessive transfers.

Although work has not sufficiently progressed as yet in achieving the original personnel objectives, information of value was obtained with regard to the ratios of overhead, clerical and professional need to total manpower requirements. Also, the number and relationship of the various professional skills to job load were projected in an interesting comparison.

(Reference is made to attached personnel code lists).

CALIFORNIA MANAGEMENT STUDY

Position Codes

Code	Title	Code	Title
1	State Director	36	Cartog. Aid/Tech.
2	Ass't State Director	37	Radio Tech.
3	Chief, Res. Prog. Mgt.	38	Admin. Ass't
4	Chief, Lands & Min.	39	Land Law Clerk
5	Chief, Engineering	40	Secretary
6	Chief, Admin. (SO)	41	Clerk-Steno
7	District Manager	42	Clerk-Typist
8	Chief, Res. Mgt.	43	Mail Clerk
9	Chief, Operations	44	File Clerk
10	Chief, Admin. (DO)	45	Cash Clerk
11	Area Manager	46	General Accounting Clerk
12	Land Law Examiner	47	Property Clerk
13	Realty Spec.	48	Stock Control Clerk
14	Mining Eng.	49	Office Machine Operator
15	Rec. Spec.	50	Clerical Ass't
16	Landscape Architect	51	Constr. & Maint. Supt.
17	Rge. Conser.	52	Foreman I
18	Rge. Aid/Tech.	53	Foreman II
19	Wldf. Spec.	54	Maintenanceman I
20	Forester	55	Maintenanceman II
21	For. Aid/Tech.	56	Operator Gen. H.D.
22	Soil Scientist	57	Operator Gen. L.D.
23	Agric. Eng.	58	Carpenter
24	Protec. Spec.	59	Warehouseman
25	Fire Cont. Officer	60	Grader Operator
26	Fire Cont. Aid/Tech.	61	Laborer
27	Ass't to State Director	62	Nat. Res. Spec.*
28	Prog. Dev. Spec.	63	Personnel Clerk
29	Econ-Planner	64	Rec. Aid/Tech.
30	River Basin Spec.	65	Cook
31	Civil Eng.	66	Student Ass't (YOC)
32	Engineering Aid/Tech.	67	Right-of-way Spec.
33	Cad. Surveyor	68	Computer - Programmer
34	Surveying Aid/Tech.	69	Trespass Spec.
35	Cartographer	70	Safety/Equip. Eng.

* Use when it is a job that a person trained in natural resources can do regardless of his specialty such as forestry, range, wildlife, etc.

Form #2

CALIFORNIA MANAGEMENT STUDY
SUPPLEMENTAL POSITION CODE LISTING

Fiscal Year_____ Office_____

Activity	Work Code	Job No.	Position Code	MAN DAYS

F. Data Files and Reports - Without the services of Automatic Data Processing, the California Management Study would have been scuttled months ago for lack of ability to manually handle the massive volume of data generated by the study. To grasp the significance of the amount of information on record, Total Work, Total Work Adjustment, Program and Man-month figures were key punched for the reporting offices for each of seven years. Approximately 14,000 data cards comprise the system records, After establishing the information in the master card file, it was necessary to sort the data on the basis of Activity, Work Code, and Job. Included within the study (excluding monetary work codes) are 19 subactivities, 207 work codes, 186 jobs, for a total of 425 line items.

Initially, the data was placed on the tabulator but since comparisons between offices and fiscal years was not possible in columnar form on these printouts, the data has since been programmed for the Burroughs 5500 computor. Eight reports having different data arrangements were requested to facilitate various analysis procedures. Presently these reports consist of:

1. Activity Detail - Itemize Activities and Work Code by individual input in numerical sequence by office in fiscal year columns.

2. Activity Summary - Totals Activity in man-months by fiscal year in office columns.

3. Job Detail - Sorts activities and Work Codes by Job by their individual inputs by office in fiscal year columns.

4. Job Summary - Totals Job inputs using combinations of high values and summations by fiscal yar in office columns.

5. Job Analysis - Groups Job totals by recurrent, non-recurrent, and mandatory into priority arrangements by fiscal in office columns.

6. Work Code Detail - Lists individual inputs in Work Code by office, fiscal year and Activity in Job columns.

7. Work Codes Summary - Totals individual Work Code detail for all offices into State summation.

8. Program Analysis (not included in computer systems)- Sorts individual Activity, Work Code, Job, by office and resource program in fiscal year columns.

The computer programs written for the California Management Study were designed specifically for printing the above designated reports.

The system is not programmed for making automatic changes. However, within limits, data change can be made through punching individual cards and rerunning to be corrected information through the programmed system. In the event future decisions are made to computerize programming, update capability will have to be written into the system. Exclusive of budget considerations, five elements are subject to change; viz, (1) total work, (2) total work adjustment, (3) program (4) man-month conversion rates and (5) man-months. With the inclusion of a budget and financial system, the additional two elements of average unit cost rates and dollars will require automatic change capability. The overall system would then include within the total parameters, the additional elements of State Office, fiscal year, activity, work group, program group, and position code.

(Reference is made to illustrated sample ADP reports).

ACTIVITY DETAIL
CALIFORNIA

DATE XX-XX-XX PAGE XXXX

OFF	ACTY	W-C	JOB			FY-68	FY-69	FY-70	FY-71	FY-72	FY-73	FY-74
XXX	XXXX	XXX	XXX									
	UNIT	RES	ANAL	PLN	UN	TW	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX
						TWP	XXXX						
						PRO	XXXXX						
						M/M	XXXX						
				XXX		TW							
						TWA							
						PRO							
						M/M							
			XXX	XXX		TW							
						TWA							
						PRO							
						M/M							
				XXX		TW							
						TWA							
						PRO							
						M/M							
	TOTAL					M/M	XXXXXX	XXXXXX					
	XXXX	XXX	XXX			TW							
						TWA							
						PRO							
						M/M							
	TOTAL					M/M	XXXXXX						
TOTAL						M/M	XXXXXX						
						M/M	XXXXXX						

PROGRAM ANALYSIS SAME AS ABOVE FORMAT EXCEPT DATA SORTED BY PROGRAM DESIGNATION

```
0         1         2         3         4         5         6         7         8         9         10        11
12345678901234567890123456789012345678901234567890123456789012345678901234567890123456789012345678901234567890
                                        ACTIVITY SUMMARY
     DATE  XX-XX-XX                      CALIFORNIA                                                  PAGE   XXXX

 FY   ACTV    TOTAL                 010     020     030     040     050     060     RLO     SLO     910     920     940
1968  XXXX    XXXXXXX       M/M XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX  XXXXXX

      XXXX    XXXXXXX       M/M XXXXXX

TOTAL         XXXXXXX       M/M XXXXXX


1969 NEW REPORT
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DATE XX-XX-XX WORK CODE DETAIL PAGE XXXX

1210
WORK CODE 030 FY69

320		CAS 015	CAS 016	CAS 017	CAS 018	CAS 019	CAS 020	CAS 023	CAS 026	CAS 027	CAS 030	TOTAL
MIN ENT INVEST												
	TW	XXX	XXXX	XXX	X	XX	XXXX	XX	X	XX	XXX	
	PRO	X	XX	XX	X	XX	X	X	X	X	XXX	
	M/M	X	X	XX	X	X	X	X	X	XX	X	XXXXX
430		THA 035	THA 042	THA 045	THA 049							
CLASSIFY												
	TW	X	XX	XXXX	XX							
	PRO	X	X	X	X							
	M/M	X	XX	XX	X							XXXXX
600		CAS 014	CAS 015	CAS 021	CAS 026	CAS 039						
TRESPASS												
	TW	XXX	XXXX	XXX	XXXX	XXXX						
	PRO	X	XX	X	XXX	XXX						
	M/M	X	XX	X	X	XXX						XXXXX

1230
↓
1290

1210
040 FY 69
↓
1210
010 FY 70

```
0         1         2         3         4         5         6         7         8         9         10        11
12345678901234567890123456789012345678901234567890123456789012345678901234567890123456789012345678901234567890
```

DATE XX-XX-XX WORK CODE SUMMARY PAGE XXXX

1220
004 FY69

WORK-CODE

320 MIN ENT INVEST		CAS 015	CAS 016	CAS 017	CAS 018	CAS 019	CAS 020	CAS 023	CAS 026	CAS 027	CAS 030	TOTAL
	TW	XXX	XXX	XXXX	XXXX	XXX	XXXX	XXXXX	XXXX	XXXXX	XXXX	
	PRO	XX	XX	XXXX	XXX	XX	XXX	XXXX	XXX	XXXX	XXX	
	M/M	XX	X	XXXX	XX	XX	XX	XXX	XX	XXX	XX	XXXXXXX

1230
↓
1240

1210
004 FY70
↓

JOB DETAIL

DATE XX-XX-XX CALIFORNIA PAGE XXXX

JOB	OFF	ACTV	W-C			FY-68	FY-69	FY-70	FY-71	FY-72	FY-73	FY-74
XXX	XXX	XXXX	XXX		TW	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX
	UNIT	RES	ANAL	PLN	UN TWA	XXX						
					PRO	XXXX						
					M/M	XXX						
			XXX		TW	XXXXXX						
					TWA							
					PRO							
					M/M							
		XXXX	XXX		TW							
					TWA							
					PRO							
					M/M							
	TOTAL				TW	XXXXXX						
					PRO							
					M/M	XXXXX						
	XXX	XXXX	XXX		TW							
					TWA							
					PRO							
					M/M							
	TOTAL				TW	XXXXXX						
					PRO							
					M/M	XXXXX						
TOTAL					TW	XXXXXX						
					PRO	XXXXX						
					M/M	XXXXX						
XXX	XXX	XXXX	XXX		TW							
	COMP	CHECKS		CASES	TWA							
					PRO							
					M/M							
TOTAL					M/M	XXXXX						

```
    1         2         3         4         5         6         7         8         9         10        11
0123456789012345678901234567890123456789012345678901234567890123456789012345678901234567890123456789012345678901234567890

                                        JOB SUMMARY
                                        CALIFORNIA
DATE XX-XX-XX                                                                                   PAGE XXXX

 FY      JOB                                010       020       030       040       050       060       RLO       SLO       910       920       940
 1968    XXX
    UNIT RES ANAL  PLN UN    TW XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX XXXXXX
                             PRO              XXX   XXXXX
                             M/M   XXXX             XXXX

         XXX
       ADM SUP          M/M    TW XXXXXX XXXXXX
                               PRO  XXXXX
```

1969 NEW REPORT

REPORT SEQUENCE: JOB # WITHIN FISCAL YR

REPORT SEQUENCE: GROUP WITHIN FISCAL YR (10 GROUPS OF SPECIFIED JOBS AND/OR WORK CODES).
(EACH GROUP UNDER NEW HEADING) TITLE - WORK GROUP ANALYSIS

Functional Interrelationships

I. Introduction

One of the first significant benefits of the California Management Study was the acquired knowledge that most subactivities and work codes are interrelated and oftentimes interdependent. I think all of us recognized this fact from the beginning to some extent, but the full impact and complexity of this relationship could not be recognized until the management study identified our workload in terms of jobs.

For example, we had previously thought of occupancy as being basically a 1210-600 problem, but our management study clearly shows that it can involve as many as nine different work codes and five different subactivities. The majority of the 180 jobs that we identified lines in this manner.

II. Flow Chart - Wildlife Projects

We have prepared a flow chart that reflects this relationship and the interdependent functional considerations that must be made in order to accomplish a given job. It also depicts the importance of timing and the sequence-planning involved in the program process. We have selected wildlife to demonstrate these things because many different subactivities and work codes must be integrated in sequence before a wildlife project can be completed.

The top line, or primary flow, indicates the many cross activity inputs that must be considered prior to arriving at a program decision. The middle and bottom flow lines are secondary actions that must be met in order to accomplish the program decision.

Secondary actions are especially critical because they must be done timely and in concert with all other actions. The important point to remember is that the project contract cannot be let until all secondary actions are complete and brought into the primary flow. If cadastral surveys and easements are not needed, the program process is simplified, but in California, this is the exception rather than the rule.

The flow chart is actually a simplified version of the actions leading up to completion of a wildlife project. This was done intentionally for illustration purposes. The fact to remember is that all secondary flow actions must be maintained in delicate balance with all other actions.

III. Functional Interrelationship and its Effect on Programming

Even though much progress has been made, BLM still has a tendency to program in terms of individual functions. The California Management Study clearly demonstrates that no one function or subactivity can stand alone. There is a detailed interdependency that must be maintained in order to accomplish work.

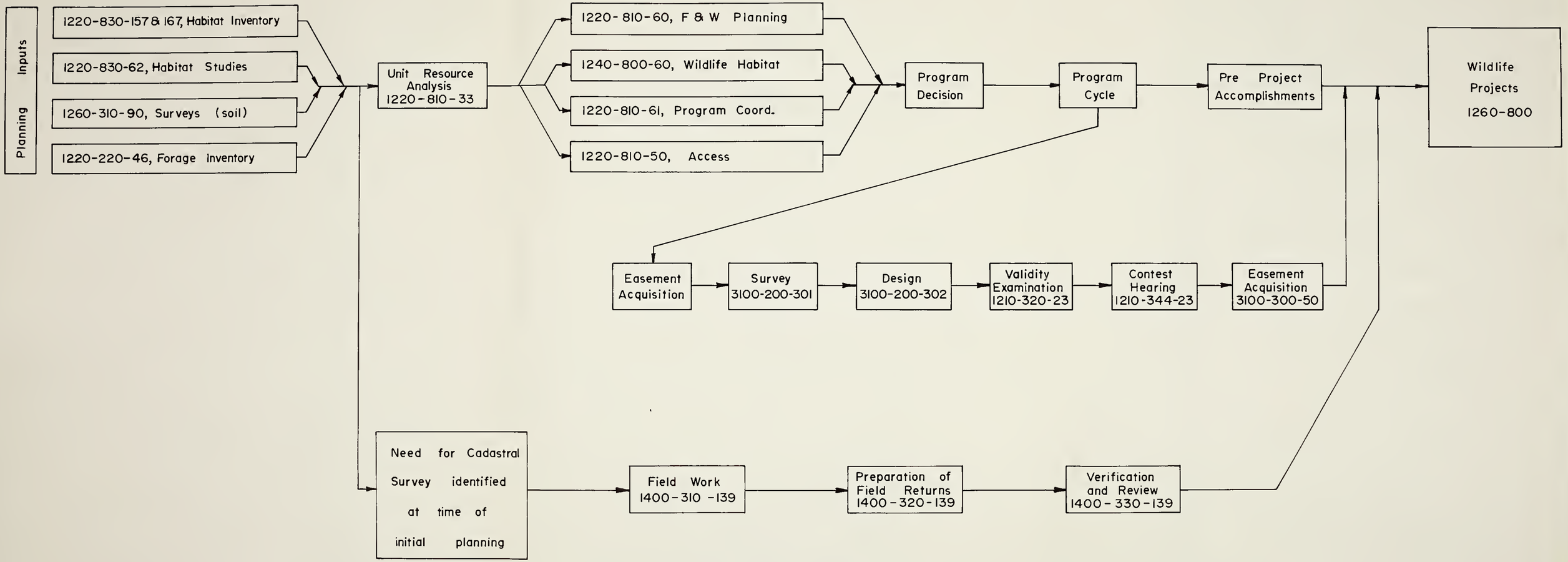
In spite of efforts to the contrary, advices and directives still reflect a rather narrow functional outlook. Collectively, it results in a total mandatory workload that exceeds existing manpower capability. This fact is demonstrated under another section of this report.

Each component subactivity or work code is a factor that becomes limiting whenever the program flow process is thrown out of balance or sequence. This fact became very much in evidence in our initial attempt to establish proper man-month levels for FY 1970 through FY 1974.

In order to help identify these limiting factors, projections were made that reflected an anticipated optimum growth rate. Physical constraints, such as recruitment and training were also considered in projecting the escalation rate. In many instances we found we had to lower our sights. We could not accomplish the job at the projected program levels because of inability to complete a related prerequisite action. For example, we found we could not devote the time to occupancy to complete the job in four years as anticipated because of our inability to meet cadastral survey needs related to this problem. Cadastral survey thus became a limiting factor that dictated accomplishment levels in occupancy trespass. If it were possible to expand cadastral survey to meet this need, we would not have a balanced program that could sustain itself for an extended period of time.

Many other limiting factors were identified. Project work cannot be carried out at an optimum level until adequate plans are prepared which in turn are dependent on surveys and inventories. Timber sale offerings cannot be increased until allowable cut levels are determined by forest inventories. Our backlog in timber trespass will never be reduced to a pipeline or current level as long as Solicitor review is a limiting factor. Right now we have 24 timber trespass cases pending in the Solicitor's Office.

In some cases, it is possible to offset the limiting factor by special program emphasis. However, this always results in a chain reaction. As you increase man-month expenditures on one job, you must also increase every prerequisite job a commensurate amount.



CALIFORNIA MANAGEMENT STUDY
ACTIVITY INTERRELATIONSHIP
WILDLIFE

Data Arrangements

Data collected in the California Management Study was assembled in several different arrangements for purposes of analysis. The approaches which developed as most meaningful in portraying program balance, functional interrelationships and priority needs were (1) the traditional Activity - Work Code listing; (2) the Program Report and (3) the Job - Work Group arrangement.

Activity - Work Code Approach

The primary value of the Activity Work Code system is that of providing the bridge between work requirements and appropriation categories and integrating the budget phase. By sorting data, reports have been developed which relate directly to the current Work Code breakdown in both detail and summary form. Since a mixture of types of work units occur within a work code, the only totals which could consistently be derived in the Summaries were man-months. Examples of these are attached.

OFF	ACTV	W/C	JOB		CURNT	BUDGT	PROGD	PLUS1	PLUS2	PLUS3	PLUS4
010	1210	310	014								
				TWA	3	3	3	3	3	3	3
				PRO	3	3	6	6	4	3	3
				M/M	3	1	2	2	1	1	1
			015								
			OCCUPANCY CASES								
				TW	50	44	38	30	15		
				TWA							
				PRO	6	6	8	15	15		
				M/M	3	3	4	8	8		
			016								
			PUBLIC SALE CASES								
				TW	140	140	140	128	104	68	32
				TWA							
				PRO			12	24	36	36	32
				M/M			4	8	12	12	11
			017								
			EXCHANGES CASES								
				TW	53	51	49	41	31	21	11
				TWA							
				PRO	2	2	8	10	10	10	11
				M/M	2	2	8	10	10	10	11
			018								
			SELECTIONS CASES								
				TW	20	20	20	16	12	8	4
				TWA							
				PRO			4	4	4	4	4
				M/M			1	1	1	1	1
			019								
			REC & PUR PUR CASES								
				TW	66	60	54	42	30	21	12
				TWA							
				PRO	6	6	12	12	9	9	12
				M/M	2	2	4	4	3	3	4
			020								
			SCRIP CASES								
				TW	3	3	3				
				TWA							
				PRO			3				
				M/M			1				

OFF	ACTV	W/C	JOB		CURNT	BUDGT	PROGD	PLUS1	PLUS2	PLUS3	PLUS4
010	1210	310	020								
			021								
	RIGHT-OF-WAY CASES										
				TW	107	90	90	90	90	90	90
				TWA	80	90	90	90	90	90	90
				PRO	97	90	90	90	90	90	90
				M/M	10	9	9	9	9	9	9
			022								
	SPEC LAND USE CASES										
				TW	47	27	32	30	30	30	30
				TWA		30	30	30	30	30	30
				PRO	20	25	32	30	30	30	30
				M/M	4	5	6	6	6	6	6
			168								
	OTH LAND CASES CASES										
				TW	30	24	18	15	12	9	6
				TWA							
				PRO	6	6	3	3	3	3	6
				M/M	2	2	1	1	1	1	2
		320	015								
	OCCUPANCY CASES										
				TW	428	418	408	278	148	10	10
				TWA	10	10	10	10	10	10	10
				PRO	20	20	140	140	148	10	10
				M/M	5	5	35	35	37	3	3
			016								
	PUBLIC SALE CASES										
				TW	15	15	15	12	9	6	3
				TWA							
				PRO			3	3	3	3	3
				M/M			1	1	1	1	1
			017								
	EXCHANGES CASES										
				TW	14	14	14	11	8	5	2
				TWA							2
				PRO			3	3	3	3	2
				M/M			1	1	1	1	1
			018								
	SELECTIONS CASES										
				TW	10	10	10	10	7	4	
				TWA							

WORK-CODE												
120	M/M 164											TOTAL
ADMIN SUPPORT												
	TW 18											
	PRO 4											
	M/M 4											4
160	M/M 172											TOTAL
TRAINING												
	TW 2											
	PRO 2											
	M/M 2											2
200	M/M 011	M/M 012	M/M 013	M/M 029								TOTAL
RECORD SURV												
	TW 1	6	6	4								
	PRO	6	6	4								
	M/M	6	6	4								16
310	CAS 014	CAS 015	CAS 016	CAS 017	CAS 018	CAS 019	CAS 020	CAS 021	CAS 022	CAS 168		TOTAL
LD PET & APPL												
	TW 10	50	140	53	20	66	3	107	47	30		
	PRO 3	6		2		6		97	20	6		
	M/M 3	3		2		2		10	4	2		26
320	CAS 015	CAS 016	CAS 017	CAS 018	CAS 019	CAS 023	CAS 026	CAS 027	CAS 030			TOTAL
MIN INVEST												
	TW 428	15	14	10	126	100	3	20	3			
	PRO 20					4						
	M/M 5					4						9
331	CAS 024											TOTAL
O & G LEASE												
	TW 40											
	PRO 6											
	M/M 1											1
332	CAS 025											TOTAL
OTH MIN LEASE												
	TW 20											
	PRO											
	M/M											

WORK-CODE

341		CAS 026								TOTAL
MAT SALE & FU										
	TW	12								
	PRO	4								
	M/M	1								1
342		CAS 027								TOTAL
WITHDRAWALS										
	TW	32								
	PRO	11								
	M/M	11								11
343		CAS 031								TOTAL
COMP CHECKS										
	TW	6								
	PRO	6								
	M/M	1								1
344		CAS 014	CAS 015	CAS 016	CAS 017	CAS 018	CAS 019	CAS 023	CAS 026	TOTAL
CUNTEST & HEAR										
	TW	5	100	15	6	8	8	25	3	
	PRO		8							
	M/M		1							1
410		THA 032	PUN 033	PUN 181						TOTAL
LU TEN ANALY										
	TW	36	15	1						
	PRO	5	4	1						
	M/M	1	4	1						6
420		PUN 033	THA 034	PUN 181						TOTAL
MIN RES INV										
	TW	15	1512	1						
	PRO	4	84	1						
	M/M	4	1	1						6
430		THA 035	THA 042	THA 045						TOTAL
CLASSIFY										
	TW	200	3056	368						
	PRO		2633	28						
	M/M		3	2						5

Program Approach

The second approach reassembles each line item input into twelve major programs; seven concerning resources and five relating to services. Here, all work which contributes to or is a part of a particular program is brought together in a group compilation. Unfortunately time did not permit the use of Automatic Data Processing for this method. Some types of work can be construed as being in more than one program. The general rule was to place the item on the program which is served rather than the program which provides the service. The Lands Program, for instance, has forestry, cadastral survey, and mineral inputs as needed. The minerals and watershed programs on the other hand contain only those inputs which contribute specifically toward their own development and operation.

The primary value of this system is that all the necessary prerequisites regardless of subactivity, are compiled under one heading, thus enabling the proper programming of work sequence. Too often when a program is escalated, only the major supporting appropriation or subactivity are increased.

The following State Wildlife Program was selected to exemplify this arrangement with complete district detail in the appendix. Also included is a listing of work inputs by program.

CALIFORNIA MANAGEMENT STUDY

Line Item Inputs by Program

Minerals Program

1110 320 023
1110 331 024
1110 332 025
1110 344 023
1110 344 015
1110 344 028
1210 320 023
1210 320 030
1210 320 026
1210 331 024
1210 332 025
1210 341 026
1210 344 030
1210 344 026
1210 420 034
1210 420 033
1210 420 181
1210 600 026
1400 240 026
1900 110 023
1900 344 023
1210 160 172
1210 210 029
1210 344 023
1900 210 023

Livestock Management Program

1220 210 033
1220 210 181
1220 210 040
1220 210 041
1220 210 046
1220 210 047
1220 210 048
1220 210 044
1220 210 050
1220 220 041
1220 220 046
1220 220 048
1220 230 051
1220 310 053
1220 320 054
1220 410 056
1220 420 058
1220 430 059
1220 430 166
1260 200 088
1260 200 089
1260 520 094
1260 520 169
1260 510 093
1260 530 095
1260 611 099
1260 612 100
1260 613 101
1260 614 102
1260 700 107
1260 700 108
1260 700 109
1260 700 110
1400 340 055
1800 400 052
1220 160 172
1220 420 029
1260 700 179
1220 220 044
1220 240 052
1220 330 055
1220 420 057

Protection Program

1110 130 009
1270 210 113
1270 220 114
1270 230 115
1270 240 116
1270 240 163
1270 311 117
1270 312 118
1270 320 119
1270 330 120
1270 340 040
1270 400 123
1270 510 124
1270 520 125
1270 530 177
1290 130 009
1400 240 114
1700 130 009
1270 160 172

Soil & Watershed Program

1260 200 086
1260 200 087
1260 310 090
1260 310 033
1260 310 181
1260 320 091
1260 320 057
1260 320 050
1260 400 040
1260 520 092
1260 530 096
1260 530 097
1260 540 098
1260 621 103
1260 622 104
1260 623 105
1260 624 106
1400 240 136
1800 600 091
1260 200 182
1260 160 172
1260 320 029

Wildlife Management Program

1220 810 060
1220 810 050
1220 810 033
1220 810 181
1220 820 061
1220 830 062
1220 830 167
1220 830 157
1240 800 060
1240 800 062
1260 811 093
1260 812 095
1260 812 096
1260 813 173
1260 814 174
1260 821 094
1260 821 092
1260 821 169
1260 822 175
1260 831 099
1220 820 029
1260 832 100
1260 833 101
1260 834 170
1260 835 171
1260 840 111
1260 850 176
1900 260 144
1220 810 172

General Support

1110 110 001
1110 111 001
1110 112 001
1110 120 002
1110 120 164
1110 160 004
1110 160 005
1110 200 011
1110 200 012
1110 200 013
1210 111 001
1210 112 001
1210 120 164
1210 200 011
1210 200 012
1210 200 013
1220 120 164
1240 120 164
1250 120 164
1260 120 164
1270 120 164
1290 110 001
1290 111 001
1290 112 001
1290 120 002
1290 150 029
1290 160 004
1290 160 005
1290 160 010
1290 171 164
1400 110 001
1400 120 002
1400 120 133
1400 120 164
1400 160 004
1400 160 132
1700 110 001
1700 111 001
1700 112 001
1700 120 002
1700 120 164
1700 150 029
1700 160 004
1700 160 005
1700 160 010
1800 110 001
1800 120 002
1800 120 164
1800 160 004
1800 160 172
1800 200 011
1900 110 180
1900 290 010
2110 120 002
2110 120 164
2110 160 004
2120 120 002
2120 120 164
2120 160 004
2210 120 002
2210 120 164
2210 160 004
2220 120 002
2220 120 164
2220 160 004
2230 120 002
2230 120 164
2230 160 004
3100 120 002
3100 120 164
3100 160 004
7200 400 159
2110 200 201
2110 200 202
2110 200 203
2110 430 204
2110 430 205
2210 200 211
2210 320 212
2210 320 213
1800 900 162
2110 160 172
2210 160 172

Forestry Program

1240 200 063
1240 200 183
1240 200 069
1240 300 064
1240 300 033
1240 300 181
1240 411 147
1240 411 148
1240 411 050
1240 412 067
1240 413 068
1240 413 070
1240 414 071
1240 415 021
1240 420 072
1240 500 073
1240 610 040
1240 620 074
1240 630 075
1250 210 076
1250 210 033
1250 210 181
1250 220 077
1250 220 078
1250 230 079
1250 311 081
1250 312 082
1250 321 083
1250 322 084
1250 330 085
1250 330 112
1250 400 040
1400 240 050
1400 240 067
1400 240 073
1800 500 064
1240 160 172
1240 610 029
1250 160 172
1250 240 080

Cadastral Survey Program

1400 210 134
1400 210 135
1400 210 140
1400 220 134
1400 220 135
1400 220 140
1400 230 134
1400 230 135
1400 230 140
1400 310 138
1400 310 139
1400 320 138
1400 320 139
1400 330 138
1400 330 139
1400 410 141
1400 420 141
1400 430 141
1800 700 160
1900 400 146
1400 160 172
1400 160 029

Road Program

2230 200 211
2230 310 219
2230 310 220
2230 320 219
2230 320 220
3100 200 301
3100 200 302
3100 200 303
3100 300 050
3100 411 304
3100 411 305
3100 412 304
3100 402 305
3100 420 306
3100 420 307
3100 160 172
2230 160 172

Lands Program

1110 310 014
1110 310 015
1110 310 016
1110 310 017
1110 310 018
1110 310 019
1110 310 020
1110 310 021
1110 310 022
1110 310 168
1110 342 027
1110 344 014
1210 310 014
1210 310 015
1210 310 016
1210 310 017
1210 310 018
1210 310 019
1210 310 020
1210 310 021
1210 310 022
1210 310 168
1210 320 015
1210 320 016
1210 320 017
1210 320 018
1210 320 019
1210 320 020
1210 320 027
1210 342 027
1210 343 031
1210 344 014
1210 344 015
1210 344 016
1210 344 017
1210 344 019
1210 344 018
1210 410 032
1210 410 033
1210 410 181
1210 430 042
1210 430 045
1210 430 049
1210 430 035
1210 600 015
1210 600 014
1210 600 039
1210 600 021
1400 240 039
1400 240 021
1400 340 014
1400 340 015
1400 340 016
1400 340 017
1400 340 018
1400 340 019
1800 300 035
1900 110 017
1900 210 015
1900 210 017
1110 160 172
1110 200 029
1240 413 015
1240 413 016
1240 413 017
1240 413 018
1240 413 019
1240 413 020
1240 413 021

Recreation Program

1210 510 036
1210 520 033
1210 520 037
1210 530 038
1800 900 037
2120 200 206
2120 200 207
2120 200 208
2120 430 209
2120 430 210
2220 200 211
2220 310 214
2220 310 215
2220 320 216
2220 320 217
2220 330 218
2120 160 172
2220 160 172

Program Development

1110 150 003
1290 150 003
1290 171 033
1290 171 128
1290 171 129
1290 172 127
1290 172 130
1290 173 131
1290 171 181
1400 150 003
1700 150 003
1800 150 003
1800 900 033
1900 290 130
2110 150 003
2120 150 003
2210 150 003
2220 150 003
2230 150 003
3100 150 003
7200 400 003

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE Statewide

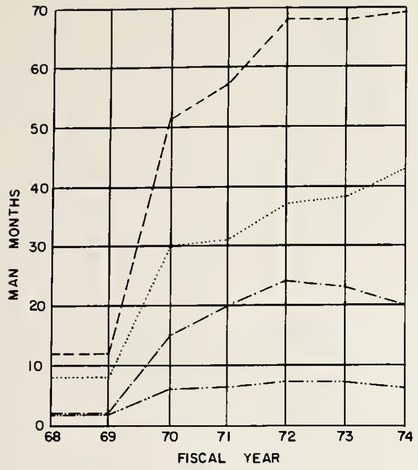
DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050	365	PRO			18	30	30	30	32
ACCESS-EASMNT	CASES	M/M			9	15	15	15	15
1220 820 029	16	PRO	2	4	10	14	16	19	17
PUB & COOP REL	M/M	M/M	2	4	10	14	16	19	19
1220 820 061	17	PRO	8	9	16	16	19	21	21
F&W PROG COORD	M/M	M/M	8	9	16	16	19	21	21
1900 260 144		PRO	5	4	4	4	4	4	10
HAB MITIGATION	M/M	M/M	5	4	4	4	4	4	10
OPERATIONS TOTAL		M/M	15	17	39	49	54	59	65
1220 810 033	69	PRO	11	13	27	9	8	4	1
UNIT RES ANALY	PLN UN	M/M	7	11	29	9	8	4	1
1220 810 060	27	PRO	8	9	25	25	28	29	31
F&W PLANNING	M/M	M/M	8	9	25	25	28	29	31
1220 810 172	1	PRO	1			1	1	1	1
TRAINING-TECH	M/M	M/M	1			1	1	1	1
1220 810 181	2	PRO	1						
URA TIME STUDY	PLN UN	M/M	1						
1220 830 062	52	PRO	3	3	25	33	42	50	56
HABITAT STUDY	STUDY	M/M	2	2	14	17	21	25	28
1220 830 157	7300	PRO	75	100	325	525	1000	1000	1125
HAB INV GB	1000 A	M/M	2	3	11	18	30	30	35
1220 830 167	1880	PRO			190	295	325	335	375
HAB INV CHAP	1000 A	M/M			13	20	22	22	25
1240 800 060	8	PRO	3	5	8	9	11	11	11
F&W PLANNING	M/M	M/M	3	5	8	9	11	11	11
1240 800 062	20	PRO	2	2	6	9	11	14	13
HABITAT STUDY	STUDY	M/M	1	1	4	5	6	7	7
RESOURCE DATA TOTAL		M/M	25	31	104	104	127	129	139

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE Statewide

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093	420	PRO			5	5	5	5	4
BRUSH CONTROL	100 A	M/M			1	1	1	1	1
1260 812 095	120	PRO	3	3	10	35	15	34	
SEEDING GB	100 A	M/M	1	1	1	2	1	2	
1260 812 096	1338	PRO	8	10	15	413	24	428	28
SEEDING CHAP	100 A	M/M	3	4	4	5	7	9	8
1260 813 173	12852	PRO		300	1200	1851	2251	2151	2054
F&W HAB PLANT	100 A	M/M		2	8	13	17	16	16
1260 814 174	70	PRO	2	2	6	8	12	10	12
POND DEV	PROJ	M/M	1	1	3	4	6	5	6
1260 821 092	250	PRO	4	1	7	9	14	16	16
FENCE CONT CH	MILES	M/M	2	0	3	3	4	5	5
1260 821 094	298	PRO		2	28	24	26	39	22
FENCE CONT GB	MILES	M/M		1	3	3	3	6	2
1260 821 169	122	PRO	1	1	2	4	5	5	5
FENCE FOR ACC	MILES	M/M	1	1	2	3	4	4	4
1260 822 175	10	PRO			2	2	2	2	2
F&W OTH PROT	PROJ	M/M			2	2	2	2	2
1260 831 099	169	PRO	6	6	17	18	21	23	21
RESERVOIRS	EACH	M/M	2	2	6	6	7	8	7
1260 832 100	283	PRO	15	11	21	33	42	36	36
SPRING DEV	EACH	M/M	4	5	7	11	14	13	17
1260 833 101	32	PRO	3	3	3	6	3	3	3
WELLS	EACH	M/M	1	1	1	2	1	1	1
1260 834 170	3250	PRO	10	10	86	150	160	70	290
WATER CATCH	EACH	M/M	1	1	9	15	16	7	29
1260 835 171	264	PRO	4	3	21	25	29	33	33
OTH WATER DEV	PROJ	M/M	0	1	6	6	7	8	8
1260 840 111	99	PRO		2	8	8	5	18	17
STR FISH HAB	PROJ	M/M		1	4	4	3	9	9
1260 850 176	74	PRO		2	2	4	6	7	11
LAKE FISH HAB	PROJ	M/M		1	1	2	3	4	6
PROJECT DEVELOPMENT TOTAL		M/M	16	22	61	82	96	100	121
OFFICE TOTAL		M/M	56	70	204	235	277	288	325



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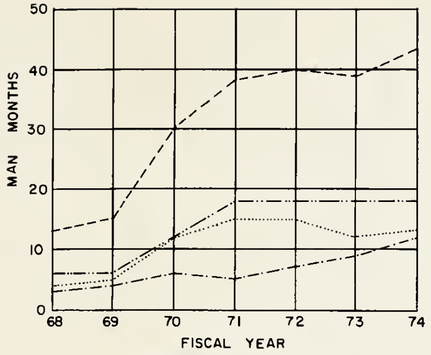

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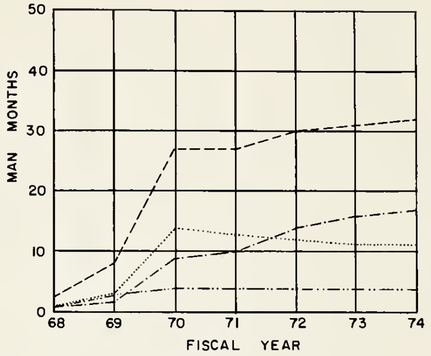

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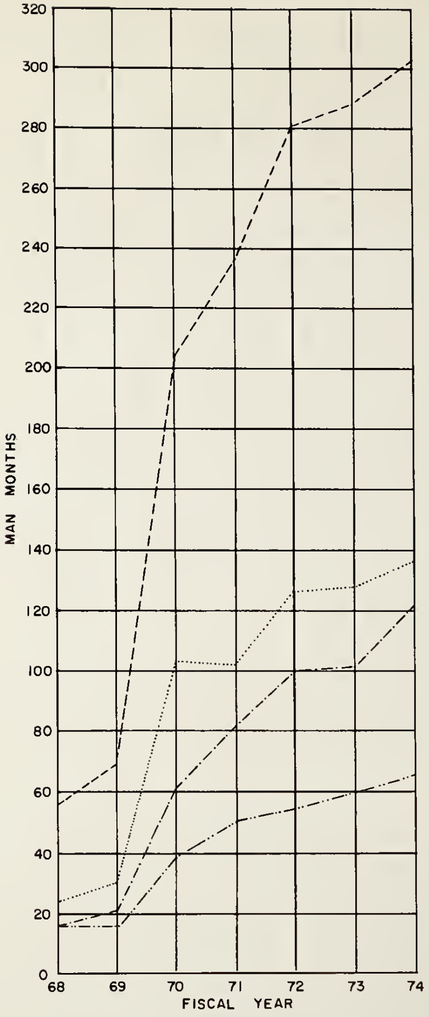
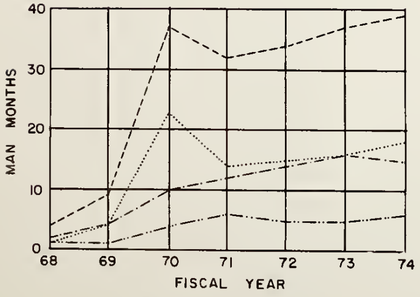


STATE TOTAL



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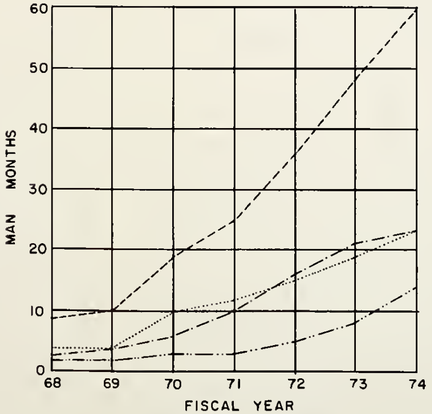
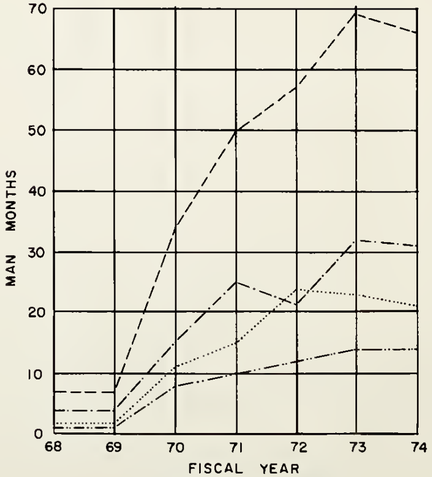


DISTRICT 040



DISTRICT 060

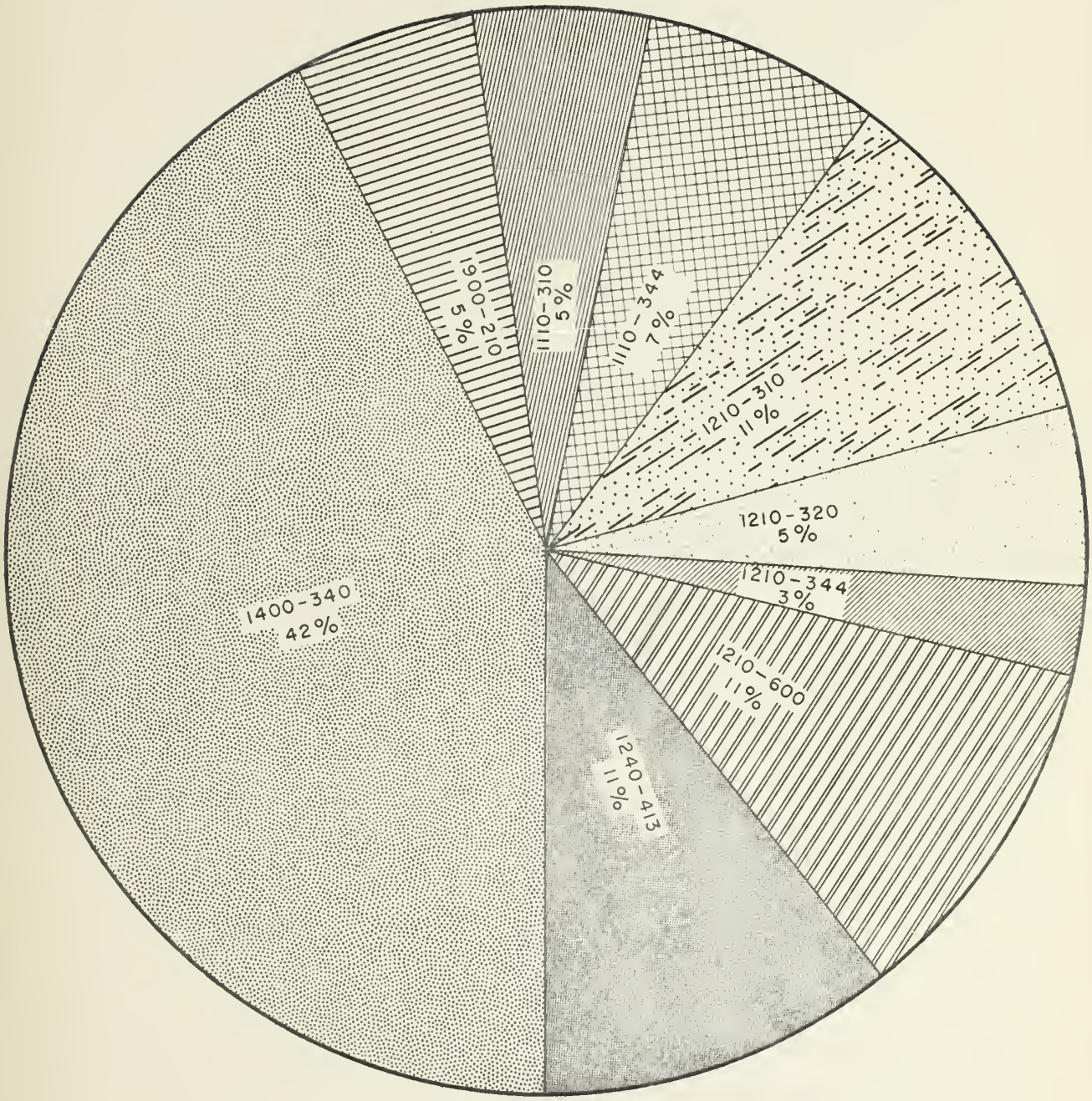
TOTAL
RESOURCE DATA
PROJECT DEVELOPMENT
OPERATIONS

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT

Job - Work Group Approach

The third method used in sorting data was designated simply Job - Work Group and is the least conventional of the three. Where work having common characteristics were brought together in the Job Concept; this system, group jobs having similar objectives and purposes in ten different categories. In this instance, the prime mover is priority needs without direct regard to either subactivity or program. This approach has a very practical application in considering those responsibilities and delegated authorities concerned with meeting public and political demands, protecting of life and resources, maintaining capital investments in addition to itemizing the Bureau internal service functions. The following list depicts the composition of the ten selected categories.

In order to properly summarize jobs in a manner that depicts total units, it was necessary with those jobs which have multiple inputs such as occupancy, public sale and unit resource analysis to program the totals on the basis of high value only. For instance Planning Unit has approximately twelve inputs in Unit Resource Analysis such as Forestry, Watershed, etc. If we were to add all the inputs for 70 Planning Units, the total would amount to several hundred units of work rather than the recorded 70 units. Other jobs such as access, roads, classification, etc., were totalled on the basis of a summation of all inputs.



TOTAL TIME REQUIREMENTS

CALIFORNIA MANAGEMENT STUDY

JOB 15

OCCUPANCY

DATE 67-11-23

JOB DETAIL
CALIFORNIA

JOB	OFF	ACT	W/C		CURNT	BUDGT	PROGD	PLUS1	PLUS2	PLUS3	PLUS4
033	030	1290	171								
	UNIT RES ANALY PLN UR										
				M/M	8	10	20	19	20	10	
	040	1210	410								
				TW		5	3	2			
				TWA							
				PRO		2	1	2			
				M/M		2	1	2			
			420								
				TW	9	5	3	2			
				TWA							
				PRO	4	2	1	2			
				M/M	4	2	1	2			
			510								
				TW	9	5	3	2			
				TWA							
				PRO	4	2	1	2			
				M/M	4		1	2			
		1220	210								
				TW	8	4	2	1			
				TWA							
				PRO	4	2	1	1			
				M/M	1	1	1	1			
			810								
				TW	8	4	2	1			
				TWA							
				PRO	4	2	1	1			
				M/M	1	1	1	1			
		1240	300								
				TW	4						
				TWA							
				PRO	4						
				M/M	1						
		1250	210								
				TW	4						
				TWA							
				PRO	4						
				M/M	1						

DATE 67-11-23

JOB DETAIL
CALIFORNIA

JOB	OFF	ACT	W/C		CURNT	BUDGT	PRDGD	PLUS1	PLUS2	PLUS3	PLUS4
033	040	1250	210								
	UNIT RES ANALY PLN UN										
		1260	310								
				TW	8	4	2	1			
				TWA							
				PRO	4	2	1	1			
				M/M	4		1	1			
		1290	171								
				TW	9	5	3	2			
				TWA							
				PRO	4	2	1	2			
				M/M	5	2	2	4			
	TOTAL			TW	9	5	3	2			
				PRO	4	2	1	2			
				M/M	21	8	8	13			
	050	1210	410								
				TW		9	7	3	1		
				TWA							
				PRO		2	4	2	1		
				M/M		2	4	2	1		
			420								
				TW	10	9	7	3	1		
				TWA							
				PRO	1	2	4	2	1		
				M/M		1	4	2	1		
			510								
				TW	10	9	7	3	1		
				TWA							
				PRO	1	2	4	2	1		
				M/M		1	4	2	1		
		1220	210								
				TW	10	9	7	3	1		
				TWA							
				PRO	1	2	4	2	1		
				M/M			4	2	1		
			810								
				TW	10	9	7	4	1		
				TWA							

DATE 67-11-25

JOB SUMMARY
CALIFORNIA

FY	JOB	TOTAL		RLO	SLO	010	020	030	040	050	060	910	920	940
70	011	46	M/M	21	10	1	1	1	2	1	6		1	2
	012 INFO SERV	MM												
		30	TW											
			PRO											
			M/M	32	25	3	2	9	4	1	3		1	
	013 STATUS	MM												
		89	TW											
			PRO											
			M/M	30	47	6	1	3	1				1	
	014 AGR ENTRY	CASES												
			TW	225	57	10	50	22	21	5	9		245	15
			PRO	52	16	5	10	6	6	3	2		42	1
		53	M/M	21	6	5	5	3	2	2	1		6	2
	015 OCCUPANCY	CASES												
			TW	614	323	408	31	492	438	26	500		1815	194
			PRO	16	38	140	6	40	90	8	52	28	297	8
		281	M/M	5	20	49	3	42	71	6	45	14	10	16
	016 PUBLIC SALE	CASES												
			TW	6114	822	140	38	479	186	241	6066		7129	498
			PRO	48	80	12	10	30	36	15	30		133	1
		109	M/M	12	20	5	5	14	17	8	14		9	5
	017 EXCHANGES	CASES												
			TW	152	550	49	30	194	197	66	116		622	126
			PRO	24	41	8	10	11	10	6	18		55	2
		134	M/M	6	10	9	6	16	14	5	33		25	10
	018 SELECTIONS	CASES												
			TW	29	159	20	5	48	79	28	19		199	16
			PRO	8	22	4	5	3	16	4	8		39	3
		40	M/M	2	6	1	1	2	4	2	3		4	15
	019 REC & PUR PUR	CASES												

CALIFORNIA MANAGEMENT STUDY

TOTAL WORK SUMMARY - STATE OF CALIFORNIA

R - Recurrent
NR- Nonrecurrent

Job No.	Job Title	Type	Units	Total Work
001	Manager - Staff	R	MM	277
002, 164	Clerical	R	MM	891
003	Programming - Planning	R	MM	132
004	Safety Program	R	MM	41
005,118,172	Training	R	MM	147
009	Fire Fighting (Regular Time)	R	MM	13
010	Job Corps	R	MM	6
011	Record Services	R	MM	45
012	Information Services	R	MM	91
013	Status	R 1/	MM	90
014	Agricultural Cases	NR	Cases	389
015	Occupancy	NR	Cases	1825
016	Public Sales	NR	Cases	7040
017	Exchanges	NR	Cases	743
018	Selections	NR	Cases	209
019	Rec. & Pub. Purposes	NR	Cases	1006
020	Scrip	NR	Cases	80
021	Right-of-Way	R 2/	Cases	803
022	Special Land Use	R	Cases	154
023	Mineral Entry	NR	Cases	833
024	O & G Leasing	R	Cases	1094
025	Oth. Min. Lease	R	Cases	95
026	Material Sales	R 3/	Cases	285
027	Withdrawals	NR	Cases	331
028	Oth. Min. Confl.	NR	Cases	261
029	Pub.-Coop. Rel.	R	MM	126
030	PL 167 & Oth.	NR	Cases	130
031	Comp. Checks	R	Cases	126
032	Land Ten. Analy.	NR	1000 A	16799
033,181	Unit Res. Analy.	NR	Pln. Un.	70
034	Min. Res. Inv.	NR	1000 A	14081
035	Classif. Type IV	NR	1000 A	478
036	Inv., Rec.	NR	Fam. Un.	15364
037	Planning, Rec.	NR	Fam. Un.	14764
038	Prot., Rec.	R	Sites	54
039	Adver.-Trespass	NR	Cases	16
040	Coop. Research	R	Proj.	13
041	Primary Range Studies	R	1000 A	1350
042,049	Classif. Type I-III	NR	1000 A	10539
044	Supp. Range Studies	R	1000 A	8834

1/ Also Recurrent
2/ Also Nonrecurrent
3/ " "

Job No.	Job Title	Type	Units	Total Work
045	Classif. Type II	NR	1000 A	3176
046	Forage Inventory	NR	1000 A	3075
047	Economics, Range	R	Study	12
048	Range Suit	NR	1000 A	6020
049	Classif. Type III - Included in 042			
050	Access Easement	NR	Cases	2235
051	Allotment Evaluation	R	Units	578
052	Allot. Mgt. Plans	NR	1000 A	8426
053	Mgt. Plan Super.	R	Plans	656
054	Range Inspection	R	Each	1272
055	Range Trespass	NR	Cases	48
056	Rge. Use Adjust.	R	MM	48
057	Use-Ag. Meets	R	MM	25
058	Rge. Use Author.	R	MM	44
059-166	Rge. Hear. & App.	NR	Cases	9
060	F&W Planning	R	MM	35
061	F&W Prog. Coord.	R	MM	17
062	Habitat Study	R	Study	70
063,183	For. Inv. Commer.	R	MM	219
064	For. Mgt. Plans	R	MM	72
067	Precr. & Layout	R	Miles	43
068	Timber Cruise	R	MBF	46000
069	For. Inv. Woodland	NR	1000 A	1550
070	Tim. Appraisal	R	Cases	45
071	Timber Sale	R	Cases	45
072	Oth. For. Prod.	R	Cases	50
073	For. Trespass	NR	Cases	165
074	Free Use Per.	R	Permit	70
075	For. Pest Cont.	R	Proj.	13
076	For Rehab. Plan	NR	1000 A	68
077	Pretreat. Surv.	NR	1000 A	87
078	Post-Treat. Surv.	R	1000 A	8
079	Stand Imp. Plans	NR	10 A	687
080	Stand Imp. Surv.	NR	10 A	1287
081	Snag Felling	NR	10 A	50
082	Oth. Site Imp.	NR	10 A	2650
083	Timber Seeding	NR	10 A	50
084	Timber Plant.	NR	10 A	3800
085,112	Stand Imp.	NR	10 A	440
086	Earth St. Mtce.	R	Each	677
087	Ld. Treat. Mtce.	R	1000 A	249
088	Fence Mtce.	R	Miles	1782
089	Water Prot. Mtce.	R	Each	704
090	S&W Surveys	NR	100 A	10324
091	S&W Plans	NR	1000 A	11979
092,094,169	Fence Cont.	NR	Miles	5069
093	Brush Control	NR	100 A	6040
094	Fence Cont. GB - Included in 092			
095,096,097	Seeding	NR	100 A	6728

Job No.	Job Title	Type	Units	Total Work
098	Oth. Soil Prac.	NR	100 A	495
099	Reservoirs	NR	Each	1186
100	Spring Dev.	NR	Each	768
101	Wells	NR	Each	197
102	Oth. Water Dev.	NR	Each	315
103	Detentions	NR	100 Cy	12780
104	Diversions	NR	100 Cy	800
105	Dikes	NR	100 Cy	100
106	Oth. Water Prac.	NR	Proj.	1010
107	Cattle Guards	NR	Proj.	967
108	Stock Trails	NR	Miles	905
109,110	Permits (4-15)	R	MM	108
111, 174,176	Lake-Stream Habitat	NR	Proj.	218
112	Stand Imp. FA - Included in 085			
113	Fire Education	R	MM	13
114	Fire Trespass	NR	Cases	18
115	Hazard Reduction	NR	100 A	29
116	Fire Break Const.	NR	Miles	725
117	Fire Plans	R	MM	54
118	Fire Training - Included in 005			
119	Tools, Supplies, and Temporary Facilities	R	MM	207
120	Detection	R	MM	23
123	Communications	R	MM	20
124	Fire Control Supv.	R	MM	8
125, 177	St. Fire Prot.	R	MM	2
127	Impact Studies	NR	Study	175
128	Unit Analy. Rev.	R	Pln. Un.	56
129	Initial Analy.	R	MM	8
130	River Basin Planning	R	MM	43
131	Pilot District	NR	MM	5
132	Survey Records	R	MM	15
133	Microfilming	NR	MM	84
134	Survey - Open	NR	Miles	500
135	Resurvey - Open	NR	Miles	1200
136	S&W Cadastral	NR	Cases	---
138	Survey - Closed	NR	1000 A	4000
139	Resurvey - Closed	NR	1000 A	5000
140	Protraction	NR	Miles	400
141	Remonument	NR	10 Ea.	4000
144	Hab. Mitigation	R	MM	6
146	Reprod., Cadastral	R	MM	---
147,148	Tim. Rd. Construction	NR	Miles	503
157,167	Hab. Inv.	NR	1000 A	9180
159	Pub. Sur. Rev.	R	Cases	1500
160	Cadastral Map	NR	Plats	1000
161	Basic Map Series	NR	Maps	28
162	Gen. Cartog.	R	Maps	24

Job No.	Job Title	Type	Units	Total Work
163	Fire Break Mtce.	R	Miles	50
164	Clerical Technical - Included in 002			
166	Appeals - Sec. 15 - Included in 059			
167	Hab. Inv. Chap. - Included in 157			
168	Oth. Land Cases	NR	Cases	575
169	Fences - Force Account - Included in 092			
170	Water Catchment	NR	Each	3250
171	Oth. F&W Water	NR	Proj.	10
172	Included in 005			
173	F&W Oth. Prot.	NR	100 A	12852
174	Pond Dev. - Included in 111			
175	F&W Oth. Prot.	NR	Proj.	10
176	Lake Fish Hab. - Included in 111			
177	Oth. Agy. Prot. - Included in 125			
179	Pest Control	R	1000 A	7
180	Repro. Gen.	R	MM	15
181	URA Time Study - Included in 033			
182	Equip. Mtce.	R	MM	20
183	For. Reinv. - Included in 063			
201-205	Bldg. Const.	NR	$1000	1720
206-210	Rec. Dev.	NR	Fam. Un.	15364
211	Bldg. Mtce. Sur.	R	MM	30
212	Bldg. Mtce. FA	R	$1000	6
214-217	Rec. Oper. & Mtce.	R	Fam. Un.	902
218	Clean-Up	R	Sites	180
219,220	Rd. Mtce.	R	Miles	1020
301-305	Rd. Construction	NR	Miles	6176
306,307	Bridge Const.	NR	$1000	2300

CALIFORNIA MANAGEMENT STUDY

JOBS BY WORK GROUP

Group 1 Use Authorization - Recurrent

21	Right-of-Way Cases
22	Special Land Use Permit
24	Oil & Gas Leasing
25	Other Mineral Leasing
26	Material Sales
71	Contract - Timber Sale
58	Use Authorization, Range
72	Other Forest Products
109	Section 4 Permits
110	Section 15 Permits
74	Free Use Permits

Group 2 Project Maintenance - Recurrent

86	Earth Structures, Maintenance
87	Land Treatment, Maintenance
88	Fences, Maintenance
89	Water Projects, Maintenance
163	Fire Break Maintenance
182	Equipment Maintenance
211	Condition Survey - Work Plans
212	Bldg. Mtce. Force Account
213	Bldg. Mtce. Contract
214	Rec. Operation Force Account
215	Rec. Operation Contract
216	Rec. Mtce. Force Account
217	Rec. Mtce. Contract
219	Road Mtce. Force Account
220	Road Mtce. Contract

Group 3 Administration - Recurrent

1	State Director-Manager-Div. Chief
2	Administrative Support
164	Clerical Support-Techn. Activities
3	Programming-Planning
4	Safety
11	Record Services
12	Information Service
13	Status
132	Survey Records, Cadastral
10	Job Corps
5	Training (Miscellaneous)
118	Training, Fire
172	Training - Technical
113	Education, Fire
29	Public & Coop. Relations
180	Reproduction, General

Group 4 Resource Operations - Recurrent

67	Precruise & Layout, Timber
75	Forest Pest Control
9	Fire Fighting RT
120	Detection
123	Communications
124	Contract Supervision, Fire
125	State Protection, Fire
177	Other Agency Protection
119	Tools, Supplies & Temp. Facil.
146	Reproduction, Cadastral
159	Public Survey Review
31	Compliance Checks
218	Cleanup
38	Protection, Recreation
51	Allotment Evaluation
53	Management Plan Supervision
54	Range Inspection
56	Use Adjustments, Range
57	Users-Agency Meetings, Range
61	Program Coordination, Wildlife
144	Wildlife Habitat Mitigation
179	Rodent & Pest Control
162	General Cartographic

Group 5 Resource Data - Recurrent

63	Forest Inventory - Commercial	47	Economics, Range
68	Cruise, Timber	60	Fish & Wildlife Planning
70	Appraisals, Timber	62	Habitat Studies, Wildlife
41	Primary Range Studies	64	Management Plans, Forestry
117	Planning, Fire	78	Post-Treatment Surveys, Forest
130	River Basin Planning	183	Forest Reinventory, Commercial
40	Cooperative Research	128	Unit Analysis Review
44	Supplemental Range Studies	129	Initial Analysis-Econ. Profile

Group 6 Unauthorized Use Control - Nonrecurrent

15	Occupancy Cases	55	Trespass, Range
21	Right-of-Way Cases	59	Hearings & Appeals, Range-Section 3
14	Agricultural Cases	166	Hearings & Appeals, Section 15
26	Material Sales	73	Trespass - Forest
30	PL 167 & Other Special Laws	114	Fire Trespass
39	Advertising, Trespass		

Group 7 Lands & Minerals Case Work - Nonrecurrent

14	Agricultural Cases	20	Scrip Cases
16	Public Sale Cases	23	Mineral Entries
17	Exchange Cases	27	Withdrawals
18	Selection Cases	28	Other Mining Claim Conflicts
19	Rec. & Public Purposes Cases	168	Miscellaneous - Other Land Cases

Group 8 Resource Operations - Nonrecurrent

42	Classification, Type I	84	Planting Projects, Timber
45	Classification, Type II	35	Classification, Type IV
49	Classification, Type III	134	New Surveys, Cadastral (Open)
50	Access-Easement Acquisition	138	New Surveys, Cadastral (Closed)
135	Resurveys, Cadastral (Open)	140	Protractions, Cadastral (Open)
139	Resurveys, Cadastral (Closed)	141	Field Work, Remonumentation
136	Soil & Watershed Projects, Cadastral	133	Microfilming, Cadastral
		160	Cadastral Mapping
83	Seeding Projects, Timber	161	Basic Map Series

Group 9 Resource Data - Nonrecurrent

46	Forage Inventories	33	Unit Resource Analysis
48	Range Suitability	181	URA Time Study
52	Allotment Mgt. Plans	131	Pilot District Studies
90	Surveys, S&W	127	Impact Studies
91	Plans, S&W	32	Land Tenure Analysis

Group 9 Resource Data - Nonrecurrent (Cont'd)

34 Mineral Resource Inventory
36 Inventory, Recreation
37 Planning, Recreation
157 Habitat Inventory - GB
167 Habitat Inventory, Chap.
69 Forest Inventory - Woodland
76 Rehabilitation Plans, Forest
77 Pretreatment Surveys, Forest
79 Stand Improvement
80 Stand Improvement Surveys

Group 10 - Project Construction - Nonrecurrent

81 Snag Felling
82 Other Site Improvements, Forest
85 Stand Improvements, Timber Contract
112 Stand Improvement, Force Account
92 Fences, Contract - Chap.
94 Fences, Contract - GB
169 Fences, Force Account
93 Brush Control
95 Great Basin - Desert, Seeding
96 Chaparral - Annual Seeding
97 Ridge Top, Seeding
98 Other Soil Stabilization Practices
99 Reservoirs
100 Spring Development
101 Wells
102 Other Water Developments
103 Detentions
104 Diversions
105 Dikes
106 Other Water Control Practices
107 Study Plots & Cattle Guards
108 Stock & Truck Trails
173 Planting, Wildlife Habitat
174 Pond & Marsh Development
176 Lake & Reservoir Fish Habitat
111 Stream Fish Habitat
170 Water Catchment, Wildlife
171 Other Water Development, Wildl.
175 Other Protection, Wildlife
115 Hazard Reduction
116 Fire Breaks - Construction
201 Building Construction Survey
202 Building Construction Design
203 Building Construction Review
204 Insp.-Adm. Bldg. Contract
205 Building Layout
206 Rec. Development Survey
207 Rec. Development Design
208 Rec. Development Review
209 Insp.-Adm. Rec. Contract
210 Recreation Layout
147 Survey, Roads, Timber
148 Design, Roads, Timber
301 Road Constr. Survey
302 Road Constr. Design
303 Road Constr. Review
304 Road Contract
305 Road Staking
306 Bridge Contract
307 Bridge Layout

In summary, the simultaneous use of all three systems in analyzing workload, manpower requirements and program proposals permits greater insight from various angles than is possible with our present system. Both short and long range programs can be more effectively developed if the basic workload data is reliable.

Through the interplay of these three systems, a program base can be established for both District and State operations which would include such constants as General Support programs, recurrent work and routine nonrecurrent work. Annual programming would then entail making only those changes which depart in a given year from the base. At given intervals, say every five years, re-evaluation and revision of the base could be made in line with changes required to update conversion rates and the various working averages. Through better measures of progress and accomplishments and with continued inventory of workload, changes in basic data would be in order.

The procedure contemplated for update and amendment of District and State progarm was mark-up of a master copy of a selected report for required reruns through the computer. Subsequently the new programming system dealing with base in relation to increase and decrease packages has been released and the full impact of this new technique on the California Management Systems is not yet known.

Package Alternatives

When appropriation limitations or other constraints preclude enlargement of overall operations to cope with special problems, an alternative approach for handling these might be what has been designated. We envisioned the package as being a workload entity entirely independent of regular on-going operations where money and manpower are concerned. In other words, whether or not a program package is implemented should not result in the necessity to reprogram and restructure already existent programs. Because of our integrated system, changes should be kept to a minimum.

CALIFORNIA MANAGEMENT STUDY

PACKAGE ALTERNATIVES

OCCUPANCY

Presented here is a proposed package alternative to resolve the California occupancy problem by the end of FY 73.

There are in California today, on Bureau of Land Management administered lands, a large number of unauthorized privately owned dwellings and other buildings. Structures become unauthorized when:

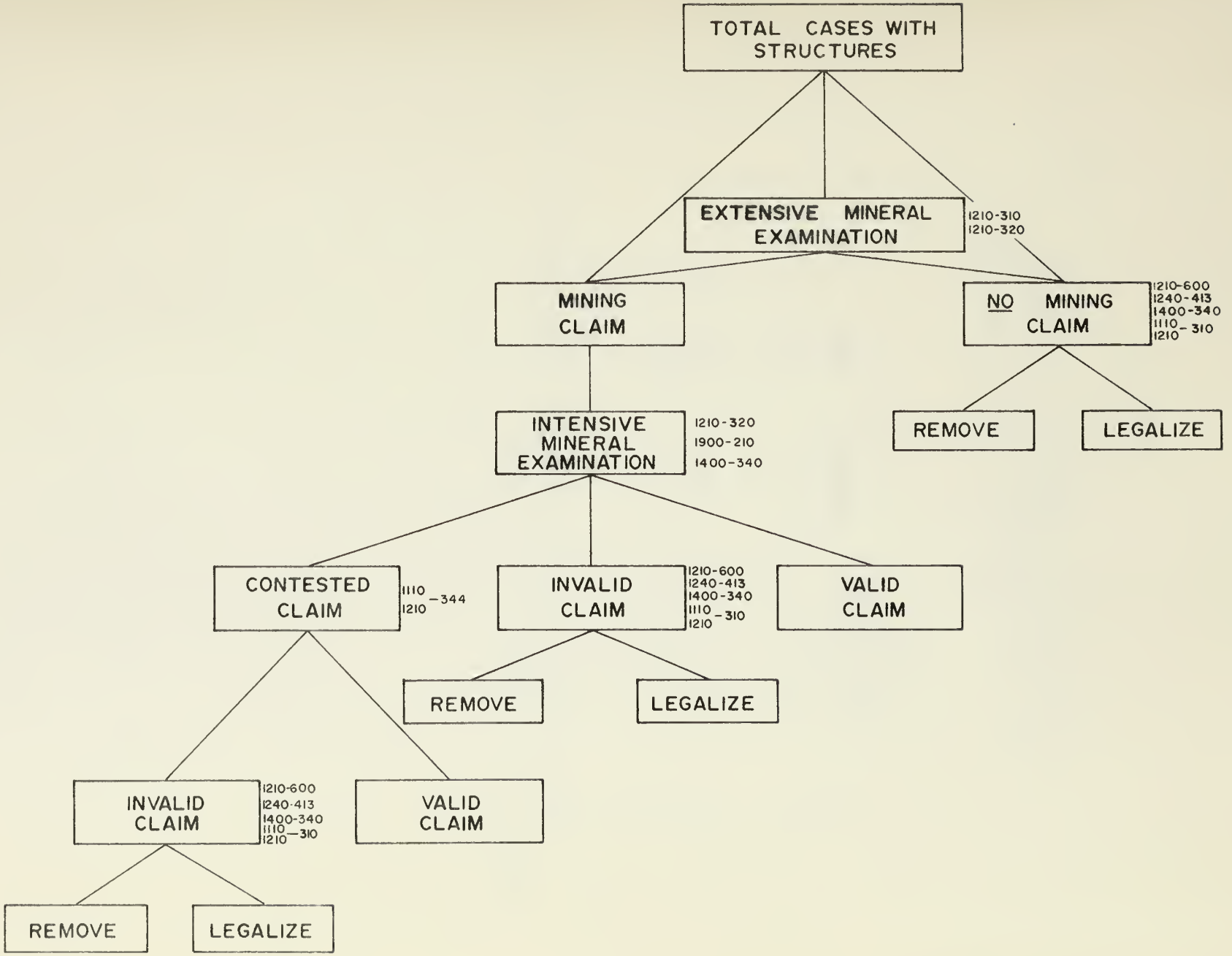
a. They are placed on the land without sanction of any type.

b. The mining claims on which they were constructed are found to be invalid.

c. Leases or permits for land underlying the structure are cancelled or expired and are not removed.

An occupancy is resolved when structures are legalized or removed and trespass settled.

This package is developed from California Management Study Job 15, Occupancy, data and criteria. It involves Realty Specialist, Mining Engineer, Land Law Examiner, Cadastral Surveyor and other technical talents working as a project unit to resolve all known and expected unauthorized occupancies during the project period FY 68 thru FY 73. The two outputs are structures legalized or removed and trespasses settled.



CALIFORNIA MANAGEMENT STUDY
FLOW CHART
OCCUPANCY PACKAGE

OCCUPANCY

Total Work — Determined by adding highest District Current No. of Cases in 1210-310-15 or 1210-320-15 and then adding new cases expected during the package life of 6 years beginning F. Y. 68.

District	310	320	Highest	(TWA) New Cases Thru F.Y.73	TW
01	50	428	428	60	488
02	-	-	-	-	-
03	300	500	500	56	556
04	50	370	370	260	630
05	7	5	7	14	21
06	520	480	520	16	536
			1825	406	2231 Cases

OCCUPANCY

CONVERSION OF WORKLOAD TO MM ON CMS CRITERIA

Total Work by Act - PWE - Job 15

		Curnt.		TWA 1/		Cases	Unit/MM	MM
LO	1110-310	983	+	181	=	1164	4	291
Dist.	1210-310	927	+	70	=	997	2	499
SO	1210-310					66	2	33
LO	1110-344	450	+	130	=	580	3	194
Dist.	1210-344	525	+	209	=	734	8	92
SO	1210-344	About 1/8 of Dist.			=	92	8	12
Dist.	1210-320	1783	+	378	=	2161	4	540
SO	1210-320	About 1/10 of Dist.			=	216	4	54
Dist.	1210-600	1056	+	309	=	1365	2	683
SO	1210-600	About 1/7 of Dist.			=	195	2	98
Dist.	1240-413				=	100	2	50
Dist.	1900-210				=	48	4	12
SO	1900-210				=	48	4	12
Cad.	1400-340				=	200	½	400
							Total Tech.	2970 MM

1/TWA thru F.Y. 73 added to curnt. to determine total work by PWE during the study period.

OCCUPANCY

TOTAL CMS LINE ITEM REQUIREMENTS BY POSITION

Technical	MM	Positions
1110-310	291	Land Law Examiner
1210-310	532	Realty Specialist
1110-344	194	Land Law Examiner
1210-344	104	Mining Engineer
1210-320	594	Mining Engineer
1210-600	86	Protection Specialist
1210-600	203	Mining Engineer
1210-600	492	Realty Specialist
1240-413	50	Forester
1900-210	24	Mining Engineer
1400-340	400	Cadastral Surveyor
	2970 MM	

OCCUPANCY

PROPOSED PROGRAM SCHEDULE

General Support:

Position	Man Months by FY					
	68	69	70	71	72	73
Project Leader (Jobs 1, 3)	0	10	10	10	10	10
Assistants (Jobs 1, 3)	0	20	20	20	20	20
Clerk Typists (Jobs 2, 164)	12	42	113	117	100	66
Training & Safety (Jobs 172, 4)	0	20	30	30	20	20
Public & Coop. Relations (Job 29)	0	10	10	10	10	10
Total	12	102	183	187	160	126
			770 Man Months			

Technical:

Activity	PWE	68	69	70	71	72	73	Position
1110 -	310	12	22	49	68	70	70	Land Law Examiner
1210 -	310	28	38	91	125	125	125	Resource Specialist
1110 -	344	4	28	46	58	45	13	Land Law Examiner
1210 -	344	2	14	24	32	25	7	Mining Engineer
1210 -	320	22	72	200	160	100	40	Mining Engineer
1240 -	413	0	10	10	10	10	10	Forester
1900 -	210	0	4	4	8	4	4	Mining Engineer
1400 -	340	6	34	100	100	80	80	Cadastral Surveyor
1210 -	600	3	8	18	24	23	10	Protection Specialist
1210 -	600	6	20	42	57	55	23	Mining Engineer
1210 -	600	15	49	100	139	132	57	Resource Specialist
Total		98	299	684	781	669	439	
				2970 Man Months				

OCCUPANCY

PROGRAM BALANCE - POINT OF BEGINNING 1968

F.Y. 68 Total Personnel -- 2 General Support, 11 Technical -- 13
2 Clerk Typists (Jobs 2, 164)

	1/ A	1/ B	1/ C	1/ D	1/ E	1/ F	1/ G	Total
5 Resource Specialists	56						36	92
3 Mining Engineers			88	15			12	115
2 Land Law Examiners		48		12				60
1 Cadastral Surveyor						3		3
Total	56	48	88	27		3	48	270

Units of Accomplishment -- Cases

Resolved:
1. Structures 88 Cases
   a. Legalized (Sale, Lease, Alt. Tract or, on Valid Claim)
   b. Removed
2. Trespass 48 Cases

1/
A. Field Examination, Appraisal, Classification -- Land Petitions and Applications
B. Adjudication -- Land Petitions and Applications.
C. Mineral Entries and Investigation to Determine Validity of Mining Claims.
D. Contests and Hearings.
E. Cruise and Appraisal Timber re. Occupancy
F. Cadastral Survey
G. Trespass

CALIFORNIA MANAGEMENT STUDY

OCCUPANCY

Program Balance - Peak Load - 1969

FY 69 Total Personnel - 10 General Support, 32 Technical -- 42

Project Leader (Jobs 1,3)
2 Assistants (Jobs 1,3)

5 Clerk Typists (Jobs 2, 164)
1 Train-Safety Ofcr.(Jobs 172,4)
1 Public & Coop.Relations (Job 29)

	CASES							
	A	B	C	D	E	F	G	Total
9 Resource Specialists	76						98	174
12 Mining Engineers			304	111			40	455
5 Land Law Examiners		88		132				220
1 Protection Specialist							16	16
1 Forester					20			20
4 Cadastral Surveyors						17		17
Total	76	88	304	243	20	17	154	902

Resolved: 1. Structures 304 Cases
a) Legalize
b) Remove

2. Trespass 154 Cases

CALIFORNIA MANAGEMENT STUDY

OCCUPANCY

Program Balance - Peak Load - 1970

FY 70 Total Personnel - 17 General Support, 77 Technical -- 94

Project Leader (Jobs 1,3)
2 Assistants (Jobs 1,3)

12 Clerk Typists (Jobs 2,164)
1 Train-Safety Ofcr (Jobs 172,4)
1 Public & Coop Relations(Job 29)

	CASES							
	A	B	C	D	E	F	G	Total
21 Resource Specialists	182						200	382
30 Mining Engineers			816	191			84	1091
11 Land Law Examiners		196		126				322
2 Protection Specialists							36	36
1 Forester					20			20
12 Cadastral Surveyors						50		50
	182	196	816	317	20	50	320	1901

Resolved: 1 Structures 731 Cases
a) Legalized
b) Removed

2.Trespass 320 Cases

OCCUPANCY

PROGRAM BALANCE - PEAK LOAD 1971

F. Y. 71 Total Personnel -- 17 General Support, 81 Technical -- 98
Project Leader (Jobs 1, 3)
2 Assistants (Jobs 1, 3)
12 Clerk Typists (Jobs 2, 164)
1 Training Safety Officer (Jobs 172, 4)
1 Public & Coop. Relations (Job 29)

		1/ A	1/ B	1/ C	1/ D	1/ E	1/ F	1/ G	Total
27	Resource Specialists	250						278	528
26	Mining Engineers			672	255			114	1041
13	Land Law Examiners		272		161				433
3	Protection Specialists							48	48
1	Forester					20			20
11	Cadastral Surveyors						50		50
	Total	250	272	672	416	20	50	440	2120

Units of Accomplishment -- Cases

Resolved: 1. Structures 592 Cases

a. Legalized
b. Removed

2. Trespass 440 Cases

1/
A. Field Examinations, Appraisal, Classification -- Land Petitions and Applications.
B. Adjudication -- Land Petitions and Applications
C. Mineral Entries and Investigation to Determine Validity of Mining Claims.
D. Contests and Hearings
E. Cruise and Appraisal Timber re. occupancy
F. Cadastral Survey
G. Trespass

CALIFORNIA MANAGEMENT STUDY

OCCUPANCY

Program Balance - Peak Load - 1972

F.Y. 1972 - Total Personnel - 15 General Support, 69 Technical - 84

Project Leader (Job 1, 3)
2 Assistants (Job 1, 3)

10 Clerk Typists (Jobs 2, 164)
1 Training-Safety Officer (Jobs 172, 4)
1 Public & Coop. Relations (Job 29)

	Cases A	B	C	D	E	F	G	Total
26 Resource Specialists	250						264	514
19 Mining Engineers			416	199			110	725
12 Land Law Examiners		280		122				402
3 Protection Specialists							46	46
1 Forester					20			20
8 Cadastral Surveyors						40		40
TOTAL	250	280	416	321	20	40	420	1,747

Resolved: 1. Structures 340 Cases
a) Legalized
b) Removed
2. Trespass 420 Cases

CALIFORNIA MANAGEMENT STUDY

OCCUPANCY

Program Balance - Peak Load - 1973

F.Y. 1973 - Total Personnel - 12 General Support, 44 Technical - 56

Project Leader (Job 1, 3)
2 Assistants (Job 1, 3)
7 Clerk Typists (Jobs 2, 164)
1 Training-Safety Officer (Jobs 172, 4)
1 Public & Coop. Relations (Job 29)

	Cases A	B	C	D	E	F	G	Total
18 Resource Specialists	250						114	364
8 Mining Engineers			176	55			46	277
8 Land Law Examiners		280		27				307
1 Protection Specialists							20	20
1 Forester					20			20
8 Cadastral Surveyors						40		40
TOTAL	250	280	176	82	20	40	180	1,028

Resolved: 1. Structures — 176 Cases
a) Legalized
b) Removed
2. Trespass — 180 Cases

OCCUPANCY

SUMMARY OF PROGRAM BALANCE

FY 68 - FY 73

	A 1/	B 1/	C 1/	D 1/	E 1/	F 1/	G 1/	Total
Resource Specialists	1064						990	2054
Mining Engineers			2472	826			406	3704
Land Law Examiners		1164		580				1744
Protection Specialists							166	166
Forester					100			100
Cadastral Surveys						200		200
Total	1064	1164	2472	1406	100	200	1562	7968

Units of Accomplishment -- Cases

Resolved:

1. Structures 2231 Cases
   a) Legalized (Sale, Lease, Alt.Tract)
      (or, on valid claim)
   b) Removed

2. Trespass 1562 Cases

1/

A. Field Examination, Appraisal, Classification --Land Petitions and Applications.
B. Adjudication -- Land Petitions and Applications.
C. Mineral Entries and Investigation to Determine Validity of Mining Claims.
D. Contracts and Hearings.
E. Cruise and Appraisal Timber re. Occupancy.
F. Cadastral Survey.
G. Trespass.

OCCUPANCY

SUMMARY OF MAN YEARS BY POSITION RELATED TO OUTPUT

FY	General Support					Technical					Output	
	Proj. Leader	Assist.	Clerk Typist	Train-ing & Safety	Public Rela-tions	Resource Spec.	Mining Eng.	Land Examiner	Law Protec. Spec.	Forester	Cad. Sur.	Struc.	Tres-pass
68			2			5	3	2			1	88	48
69	1	2	5	1	1	9	12	5	1	1	4	304	154
70	1	2	12	1	1	21	30	11	2	1	12	731	320
71	1	2	12	1	1	27	26	13	3	1	11	592	440
72	1	2	10	1	1	26	19	12	3	1	8	340	420
73	1	2	7	1	1	18	8	8	1	1	8	176	180
Total	5	10	48	5	5	106	98	51	10	5	44	2231	1562
	73 Man Years						314 Man Years						

OCCUPANCY

SUMMARY MM BY PWE RELATED TO OUTPUT

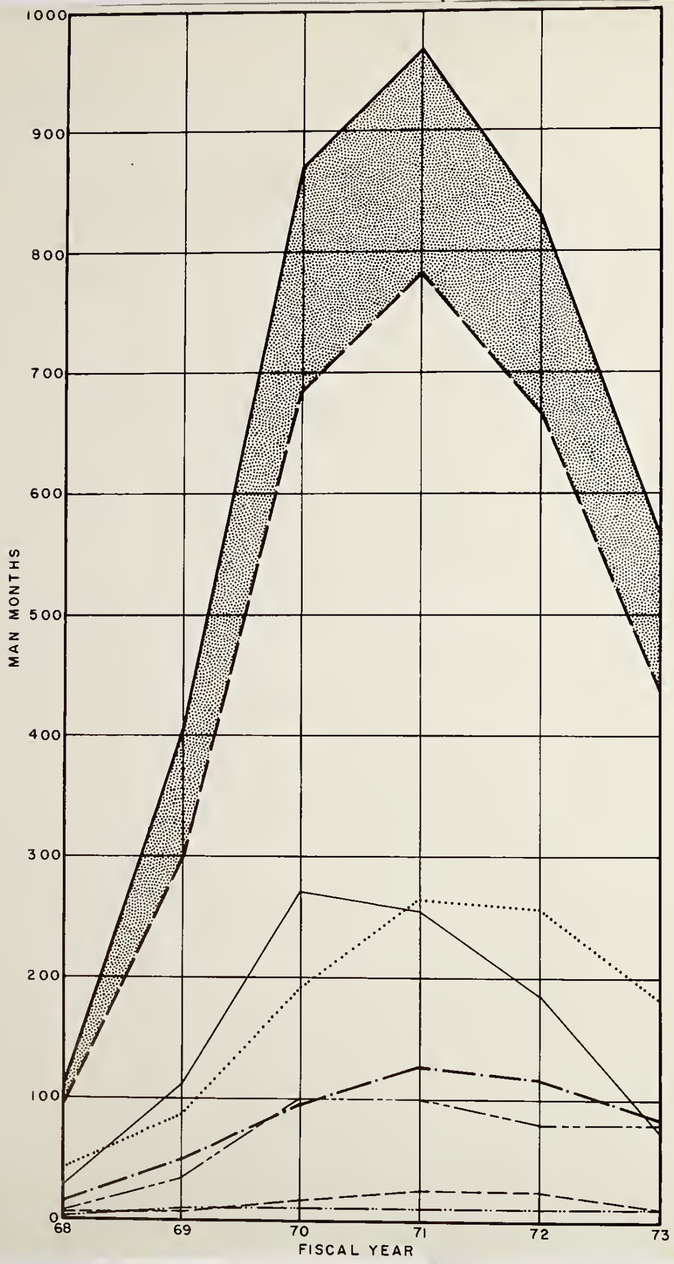
	(1110 & 1210) 310	(1210) 320	(1110 & 1210) 344	(1900) 210	(1400) 340	(1240) 413	(1210) 600	Structures	Trespass
68	40	22	6		6		24	88	48
69	60	72	42	4	34	10	77	304	154
70	140	200	70	4	100	10	160	731	320
71	193	160	90	8	100	10	220	592	440
72	195	100	70	4	80	10	210	340	420
73	195	40	20	4	80	10	90	176	180
	823	594	298	24	400	50	781	2231	1562

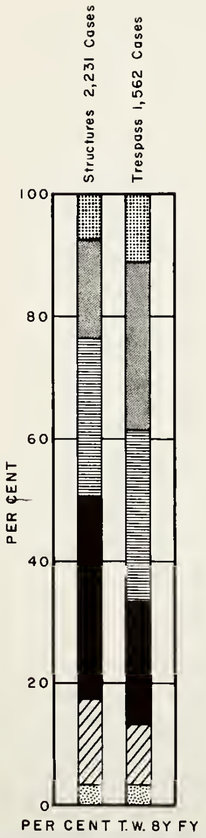
2970 Man Months

OCCUPANCY

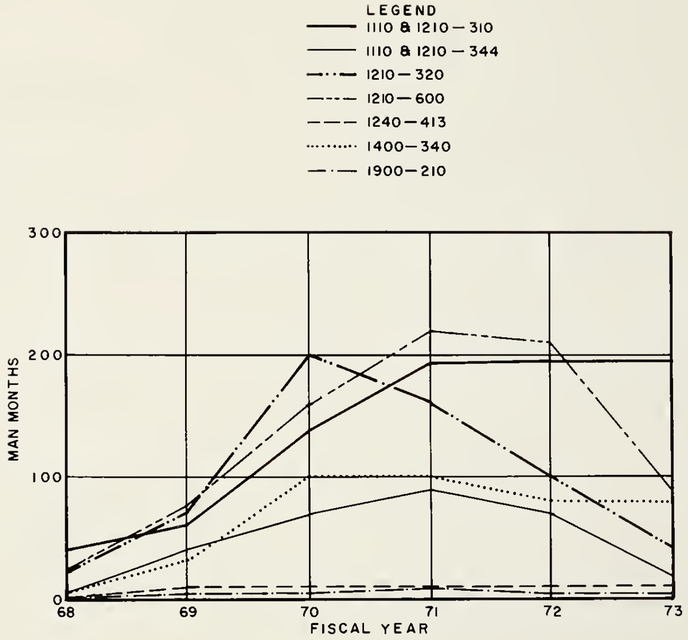
SUMMARY OF MM BY POSITION RELATED TO OUTPUT

FY	General Support					Technical						Output	
	Proj Lead	Assist.	Clerk Typist	Train & Safety	Public Rel.	Res. Spec.	Mining Eng.	Land Law Exam.	Protec Spec.	Fores-ter	Cad. Sur.	Struc-tures	Tres-pass
68			12			43	30	16	3		6	88	48
69	10	20	42	20	10	87	110	50	8	10	34	304	154
70	10	20	113	30	10	191	270	95	18	10	100	731	320
71	10	20	117	30	10	264	257	126	24	10	100	592	440
72	10	20	100	20	10	257	184	115	23	10	80	340	420
73	10	20	66	20	10	182	74	83	10	10	80	176	180
Total	50	100	450	120	50	1024	925	485	86	50	400	2231	1562
			770 MM				2970 MM						


1000
900
800
700
600
500
400
300
200
100
0
MAN MONTHS
68
69
70
71
72
73
FISCAL YEAR
LEGEND
General Support
Techical
Resaurce Specialist
Mining Engineer
Land Low Examiner
Protection Specialist
Farestor
Cadostral Surveyar


Structures 2,231 Cases
Trespass 1,562 Cases
100
80
60
40
20
0
PER CENT
PER CENT T.W. 8Y FY

LEGEND
FISCAL YEAR 73
FISCAL YEAR 72
FISCAL YEAR 71
FISCAL YEAR 70
FISCAL YEAR 69
FISCAL YEAR 68


LEGEND
1110 & 1210 — 310
1110 & 1210 — 344
1210 — 320
1210 — 600
1240 — 413
1400 — 340
1900 — 210
300
200
100
0
MAN MONTHS
68
69
70
71
72
73
FISCAL YEAR

CALIFORNIA MANAGEMENT STUDY

Trespass - Graph Interpretation

In addition to the Occupancy package we graphically analyzed our total trespass workload as shown on the following charts.

Trespass workloads, as identified under 1210-600- Jobs 14, 15, 21 and 26, 1220-330- Job 55, 1240-500- Job 73 and 1270-220- Job 114, are analyzed by the following graphs. Each graph analyzes one type of trespass. A basic assumption in work accomplishment at rates shown is that needed support such as cadastral survey and mineral examination is timely provided. Each graph identifies the total trespass workload in cases and manmonths against time at three rates of production, "Zero effort Level", "Management Study Level" and "F. Y. 69 Level (existing rate)." Also, district trespass workloads are compared by bargraphs. Agriculture trespass graph interpretation is presented below.

The "Zero effort Level" line identifies trespass case workload by fiscal year assuming no man month work input during the entire study period. New cases expected during the study period are added cumulatively to the number of cases identified at beginning of F. Y. 68 to build the "Zero effort Level" line. Also, the "Zero effort Level" line identifies total district man months needed to resolve the trespass case workload. At the beginning of F. Y. 68 there are 82 agriculture trespass cases. Based on the conversion rate of 2 cases per man month, 41 man months are required. With this relationship a man-month scale opposes the case scale. About 20 new cases are expected during the study period. Assuming no trespass work during F. Y. 68 - 74 inclusive, the agriculture trespass case and man month backlog at the end of F. Y. 74 would be 102 and 51 respectively.

The "Management Study Level" dashed line identifies district man month input with resultant case closure at the California Management Study operation level. A total district effort of 45 man months close 90 agriculture trespass cases by the end of F. Y. 74. A 12 case, 6 man month backlog remains.

The "F. Y. 69 Level" line identifies case closures at the existing rate projected cumulatively through F. Y. 74. By the end of F. Y. 74, at the present rate of operations, a 30 man month, 60 case agriculture trespass backlog will remain. Analyzing F. Y. 71, 10 cases have been closed and 73 cases are yet to be worked.

The bargraphs show work at the Management Study Level by district and State Office per fiscal year. In F. Y. 69 the Susanville District closes 6 cases with 3 man months effort. In F. Y. 70, 2, 5, 1, 1, 1 and 2 man months are expended by Bakersfield, Susanville, Redding, Ukiah, Riverside Districts and the State Office respectively to close 20 agriculture trespass cases. A total of 26 cases were closed during F. Y. 68 - 70 inclusive by 13 district man months and 2 State Office man months effort. Only 7 man months of work are scheduled during F. Y. 74. The last bargraph on the right is a cumulative total of man months by district and State Office over the study period. A total of 51 man months were required to close 90 cases where the State Office direct support time is added. This total bargraph readily shows district workload differences.

Now, what conclusion can be made in trespass graph analysis.

When the Management Study dashed line crosses the Zero effort Level line district case work is probably pipeline, the district may have programmed more man months than needed to do the trespass case work, or there may be errors in the data such as new case adjustments not made properly.

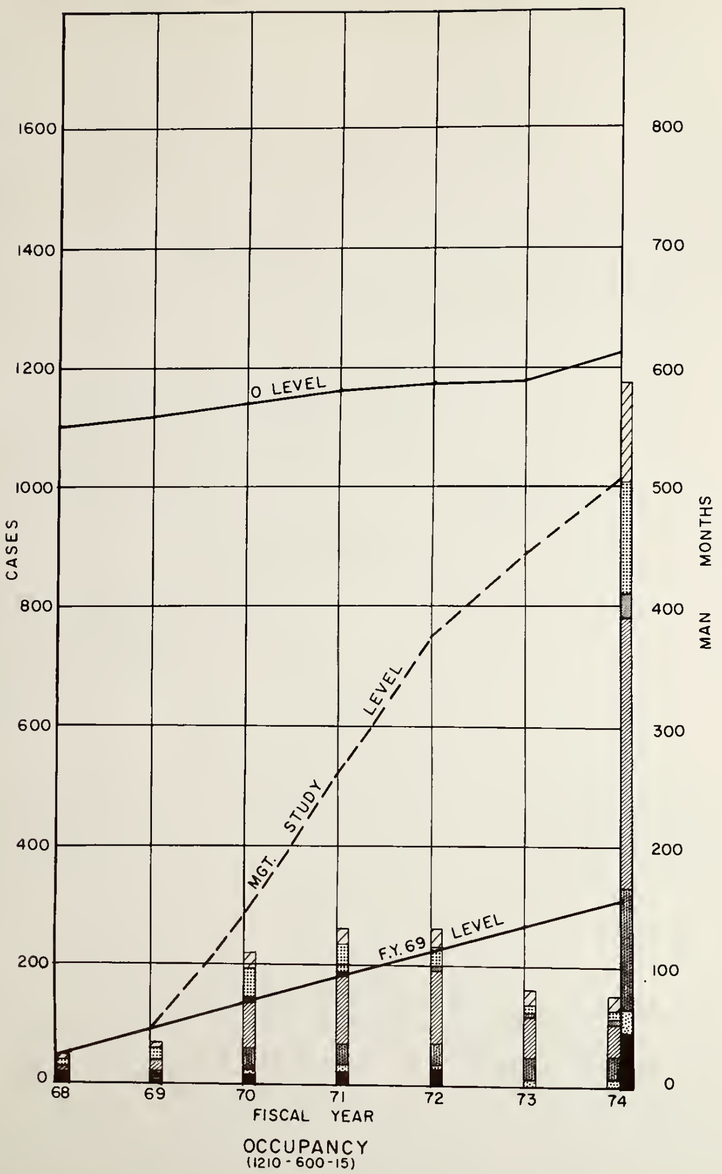
At the Management Study Level of operations Material, Grazing, Timber and Right-of-Way trespass case work will be pipeline during F. Y. 72. Occupancy, advertising and agriculture trespasses are not current by F. Y. 75. Fire Trespass is pipeline F. Y. 70.

Viewing the different rates of man months input, doubling our present effort in trespass case work would not make California current by F. Y. 75 except for Timber and Fire.

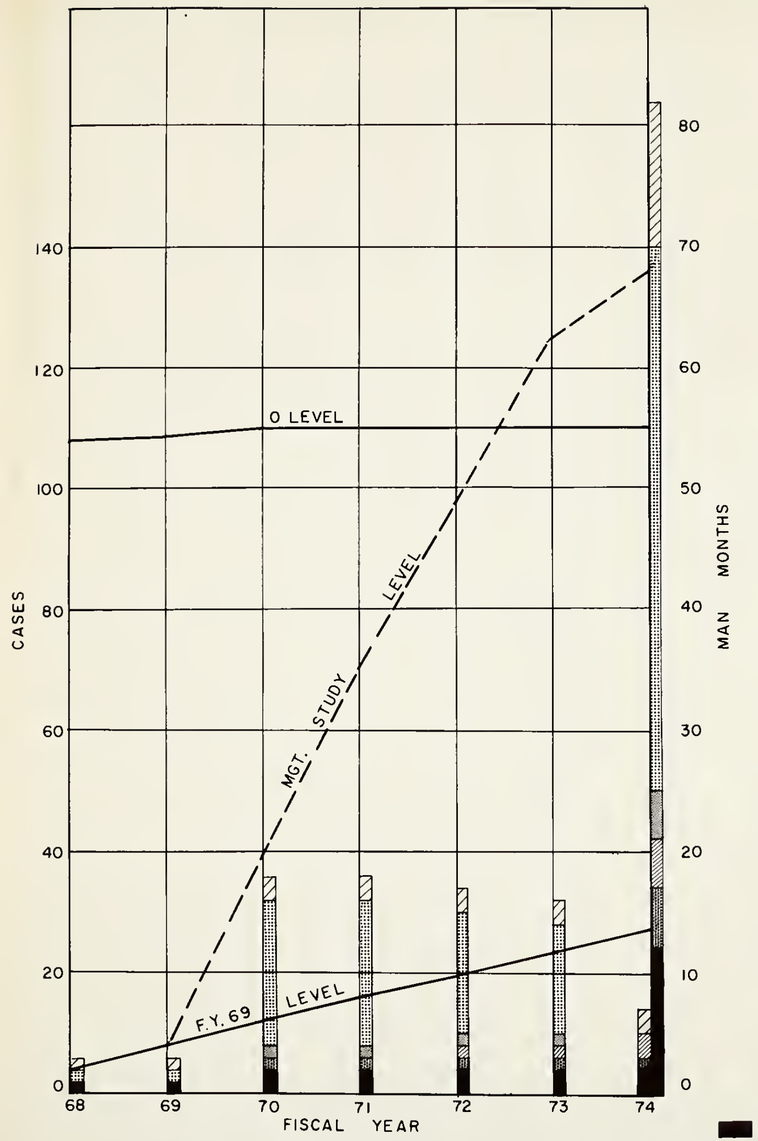
Viewing the bargraphs, peak Management Study Level man months are during F. Y. 70 and 71 except for Fire.

Each district has trespass work in Occupancy, Grazing and Fire. Bakersfield, Redding, Folsom and Riverside Districts have large Occupancy trespass problems. Bakersfield and Riverside are the big Material trespass districts. Grazing trespass is greatest in Bakersfield, Susanville, Folsom and Riverside Districts. Riverside is the big advertising trespass district, Ukiah the big timber trespass district, Susanville the big Fire trespass district, Redding in Rights-of-Way and Susanville in Agriculture.

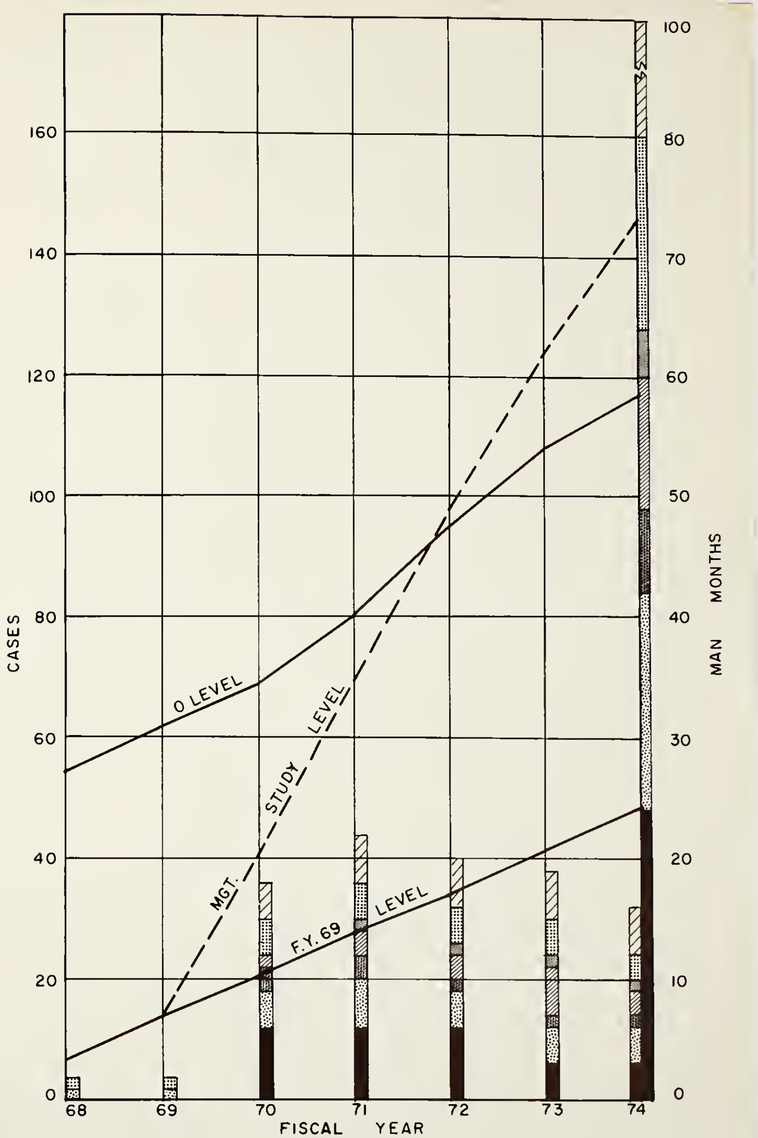
The Total Trespass Work Load through 74 graph shows that a 1130 man month district input with support man months should result in the closing of 2135 trespass cases. There would still be a trespass backlog of 140 trespass cases. California would have to double its present man months trespass input to become pipeline by F. Y. 75.



OCCUPANCY
(1210-600-15)



MATERIAL
(1210-600-26)

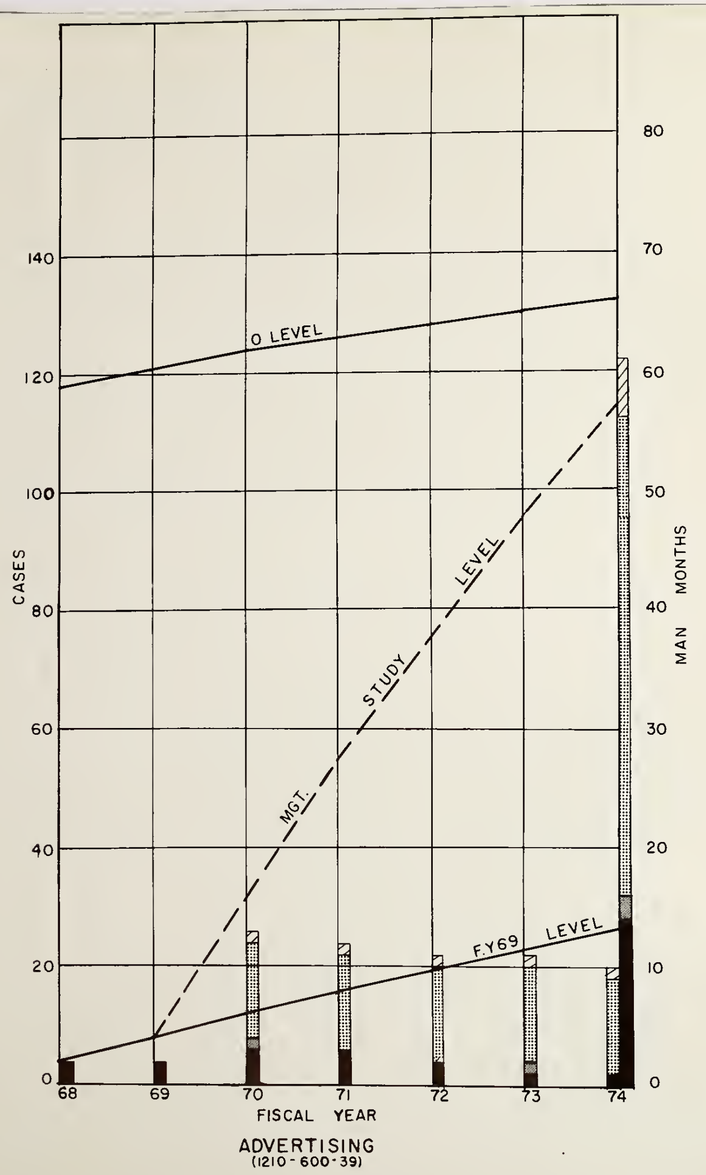


GRAZING
(1220-330-55)

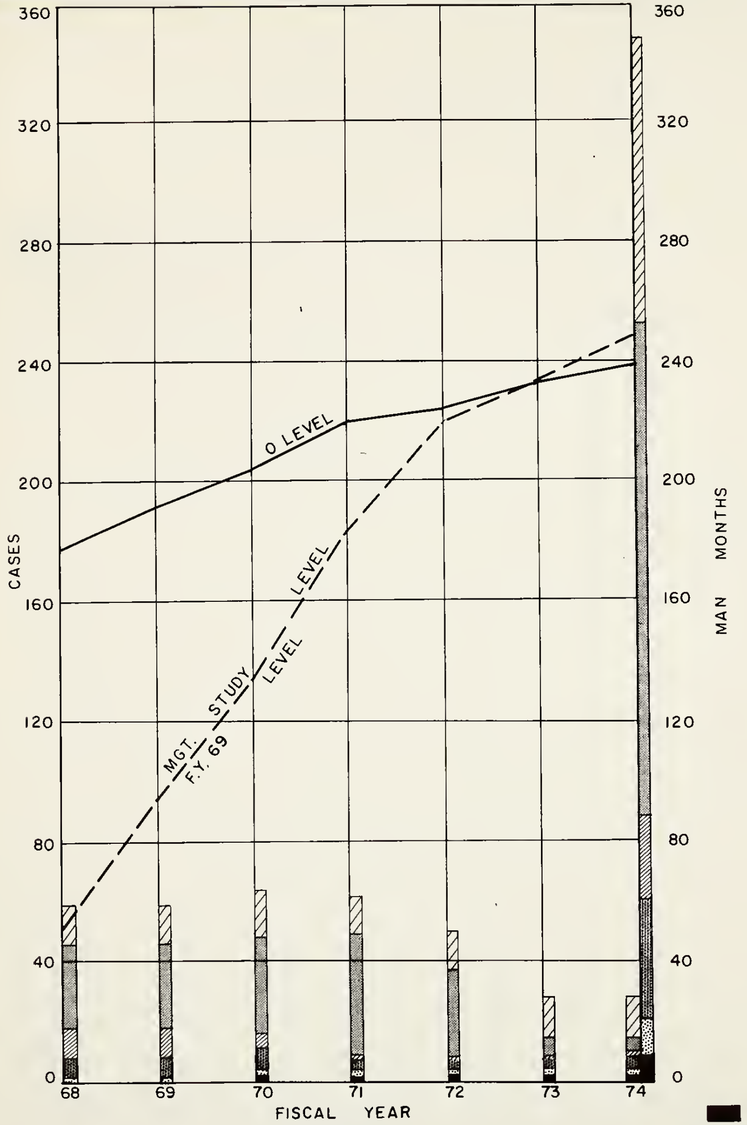
01
02
03
04
05
06
910

CALIFORNIA MANAGEMENT STUDY

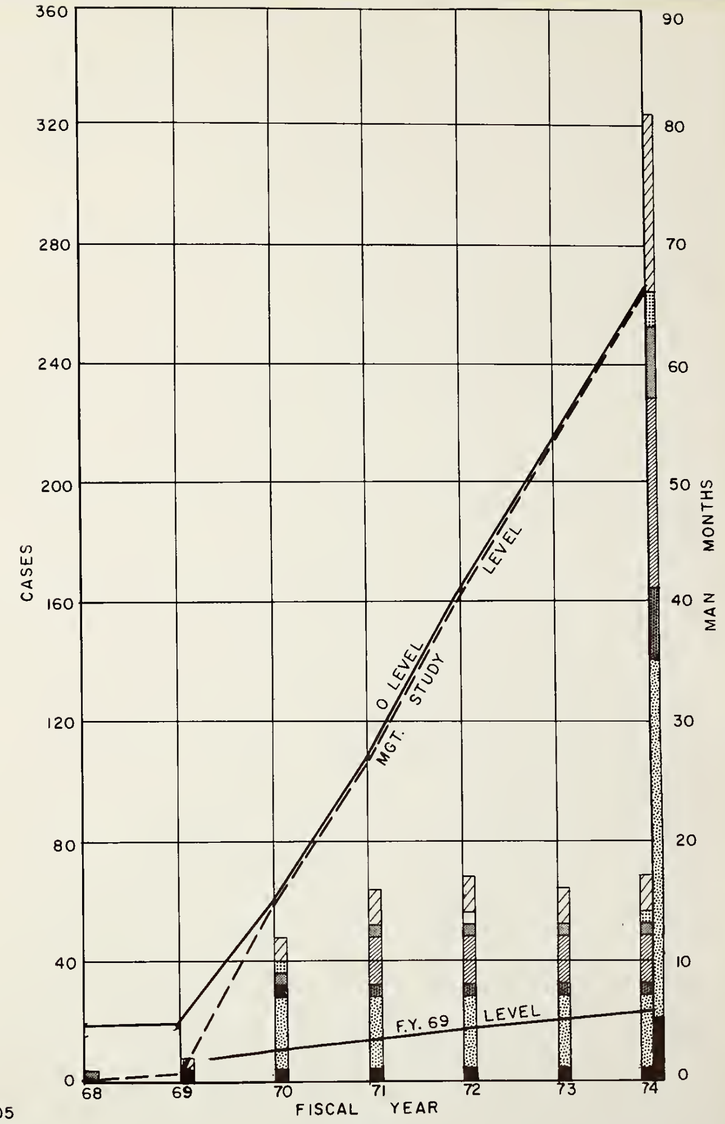
TRESPASS GRAPHS



ADVERTISING
(1210-600-39)



THMBER
(1240-500-73)

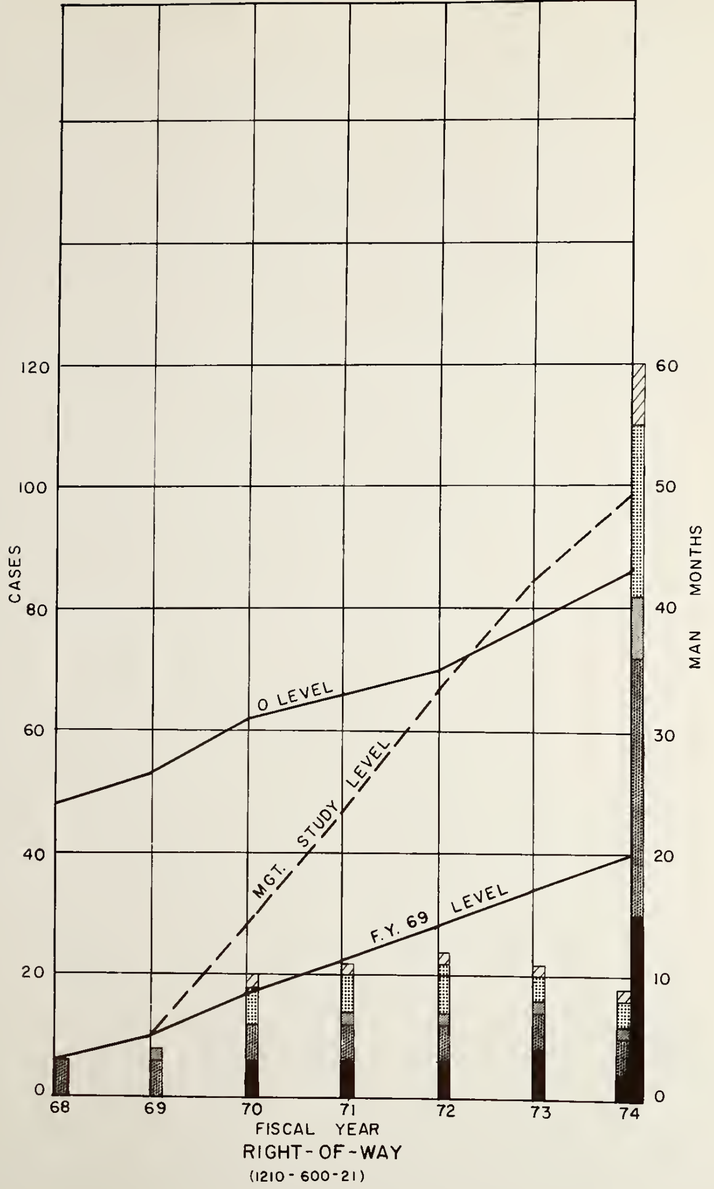


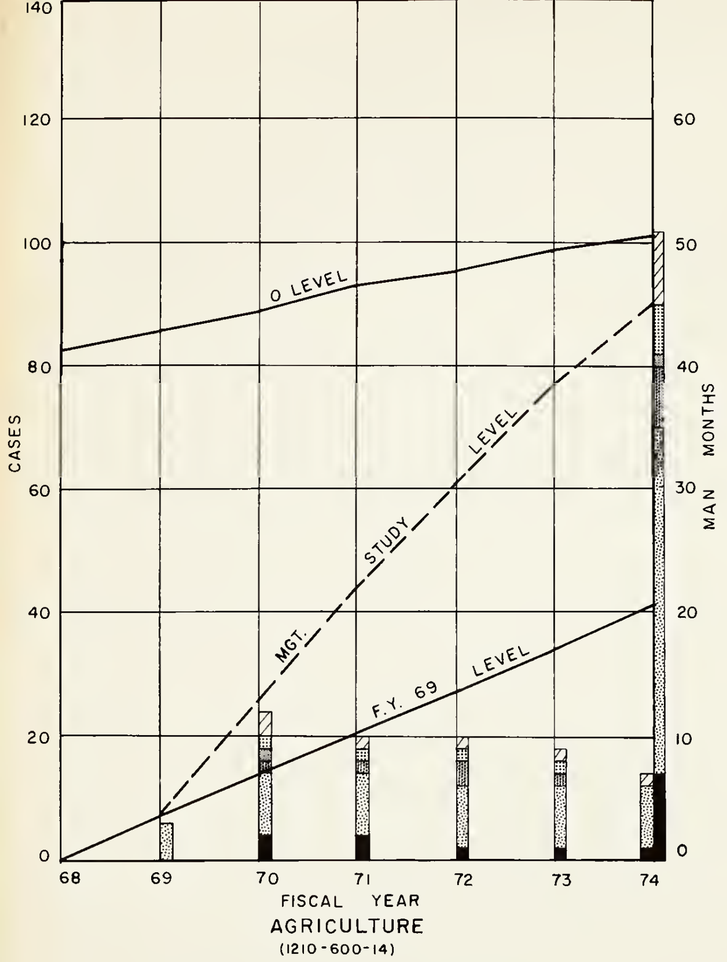
FIRE
(1270-220-114)

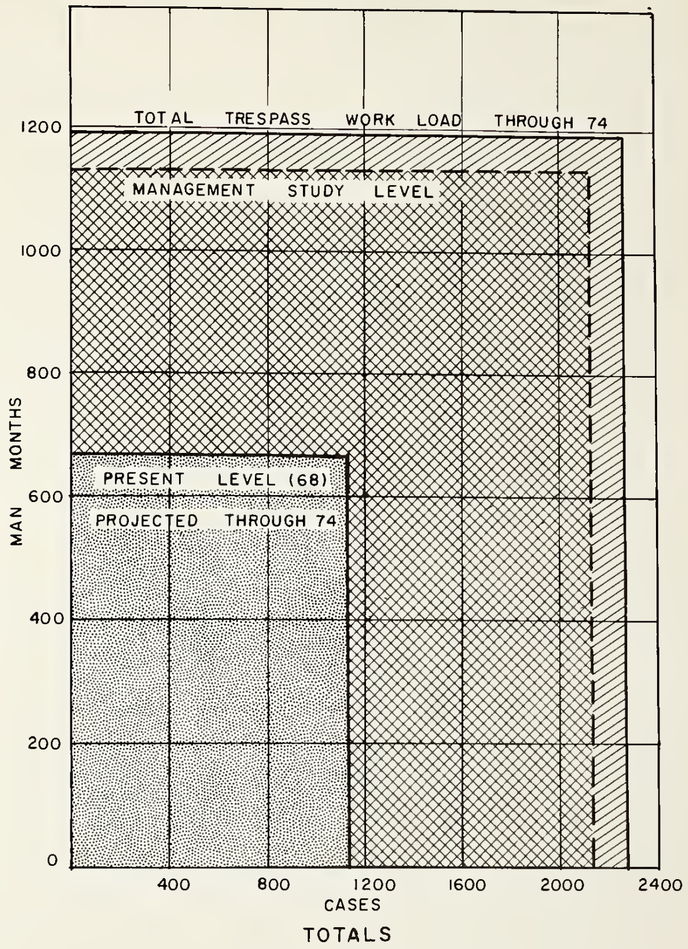
01
02
03
04
05
06
910

CALIFORNIA MANAGEMENT STUDY

TRESPASS GRAPHS







01
02
03
04
05
06
910

CALIFORNIA MANAGEMENT STUDY

TRESPASS GRAPHS

CALIFORNIA MANAGEMENT STUDY

Major Workload Demands

To illustrate the study data which will show California's major workload demands, we summarized the 186 jobs by 12 functional programs or categories. These 12 groupings are shown on the attached table titled "Program - Activity Highlights, Resource and Service Analyses."

The tables show workload demands by man months at the 1968 AWP level and as projected through F. Y. 1974. The same information is also depicted in graphic form.

To further demonstrate how we analyzed workload data we have selected the "Lands" category for additional discussion.

The accompanying bargraph "Total Work" and pie chart "Total Work" illustrate the magnitude of the various job activity and work-code components which comprise the total "Lands" program as defined for study purposes. The "Lands" program alone approximates 21,000 man months of total work.

The substantial portion of the total man months in "Lands" involves seven work areas, (1) occupancy, (2) public sales, (3) exchanges, (4) recreation and public purposes, (5) withdrawal jurisdiction transactions, (6) land tenure analysis, and (7) land classification. Each of the above represents a single "job" excepting "land classification", which includes jobs 35, 42, 45, and 49, accounting for multiple use-retention and disposal classifications in the respective Type IV, I, II, and III areas.

Public sales involve one-third of the total lands workload. However, it must be emphasized that the public sale job (as well as jobs 14, 15, 17, 18, 19) as defined in this study, includes both application based and Bureau motion cases, plus supporting components such as minerals evaluation and contests, timber appraisal and, particularly, cadastral survey which singly accounts for 2600 man months under the public sale job.

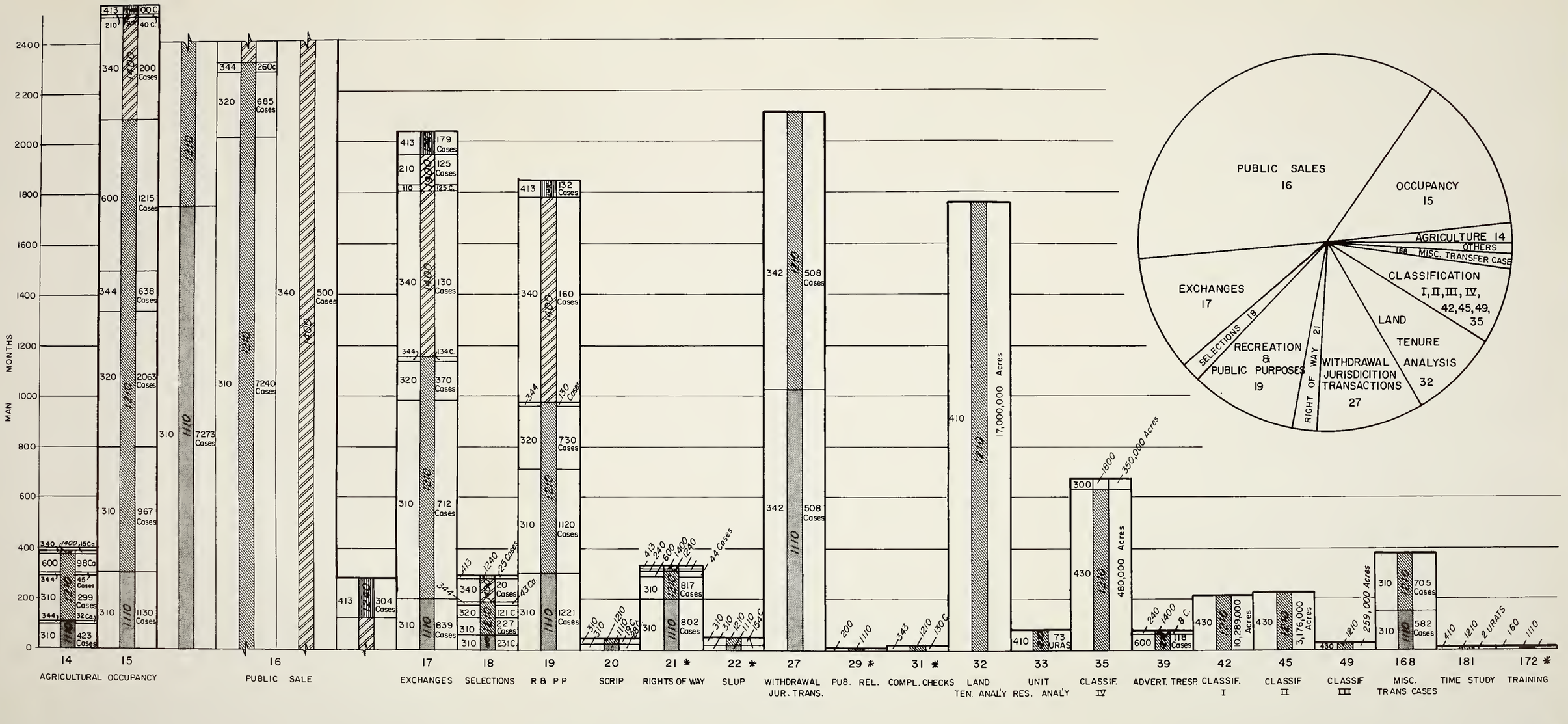
The public sale job as shown may be slightly distorted. This results from use of the case/man month conversion criteria which represents application based work but does not accurately account for the greater efficiencies obtainable from Bureau motion sales. Completion of URA's and multiple use classifications will assist in earmarking transfer units and accelerate transfer actions.

Occupancy, exchanges, R&PP and withdrawal jurisdiction transactions represent considerable man months and collectively amount to almost half of the total lands program.

Land Tenure Analysis involves work not leading to classification. Increased emphasis in planning functions may require greater allocations to this job.

Classification consists mostly of man months involved in multiple-use retention classifications in Type I, II, III, and IV areas. For study purposes, Bureau motion disposal classifications are represented not on an area concept but on an individual tract-case basis by jobs.

Rights-of-way constitute a sizeable annual workload, but since this job is considered to be recurrent, the total workload is reflected only on an average annual level not on a cumulative total.



* REPRESENTS ANNUAL RECURRENT WORK NOT TOTAL WORK

CALIFORNIA MANAGEMENT STUDY
LANDS
WORKLOAD TOTALS

PROGRAMS - ACTIVITY HIGHLIGHTS
RESOURCE & SERVICE ANALYSIS

MAN-MONTH TOTALS

FISCAL YEAR	68	69	70	71	72	73	74
DISTRICT 010							
Lands	58	55	84	89	122	100	139
Minerals	15	13	36	45	46	47	46
Recreation	13	17	70	72	73	82	97
Livestock	46	40	122	172	200	214	220
Wildlife	12	12	51	57	68	68	69
Forestry	11	13	39	35	41	46	31
Watershed	12	14	34	79	84	90	92
Protection	20	33	64	66	74	74	75
Roads	10	9	43	66	63	69	87
Program Development	45	50	77	33	35	41	49
General Support	94	95	179	223	256	254	306
Total	336	351	799	937	1062	1085	1211
DISTRICT 020							
Lands	13	26	56	55	48	47	47
Minerals	--	--	9	8	4	5	6
Recreation	9	10	16	27	26	28	31
Livestock	104	68	167	232	246	271	315
Wildlife	4	9	37	32	34	37	39
Forestry	39	37	34	92	101	97	102
Watershed	89	94	103	80	80	104	109
Protection	75	75	293	293	294	294	297
Roads	25	35	56	56	56	59	57
Program Development	23	31	71	39	28	26	26
General Support	114	122	186	224	233	238	235
Total	495	507	1028	1138	1150	1206	1264
DISTRICT 030							
Lands	61	62	98	99	102	106	102
Minerals	12	11	18	21	20	20	20
Recreation	22	20	32	60	69	76	88
Livestock	17	20	48	57	64	48	47
Wildlife	13	15	30	38	40	39	43
Forestry	126	120	186	192	191	195	196
Watershed	10	8	21	24	24	26	24
Protection	6	8	12	12	12	12	12
Roads	7	24	38	31	29	32	39
Program Development	24	28	41	44	46	38	29
General Support	122	124	198	201	209	212	214
Total	420	440	722	779	806	804	814

MAN-MONTHS TOTALS

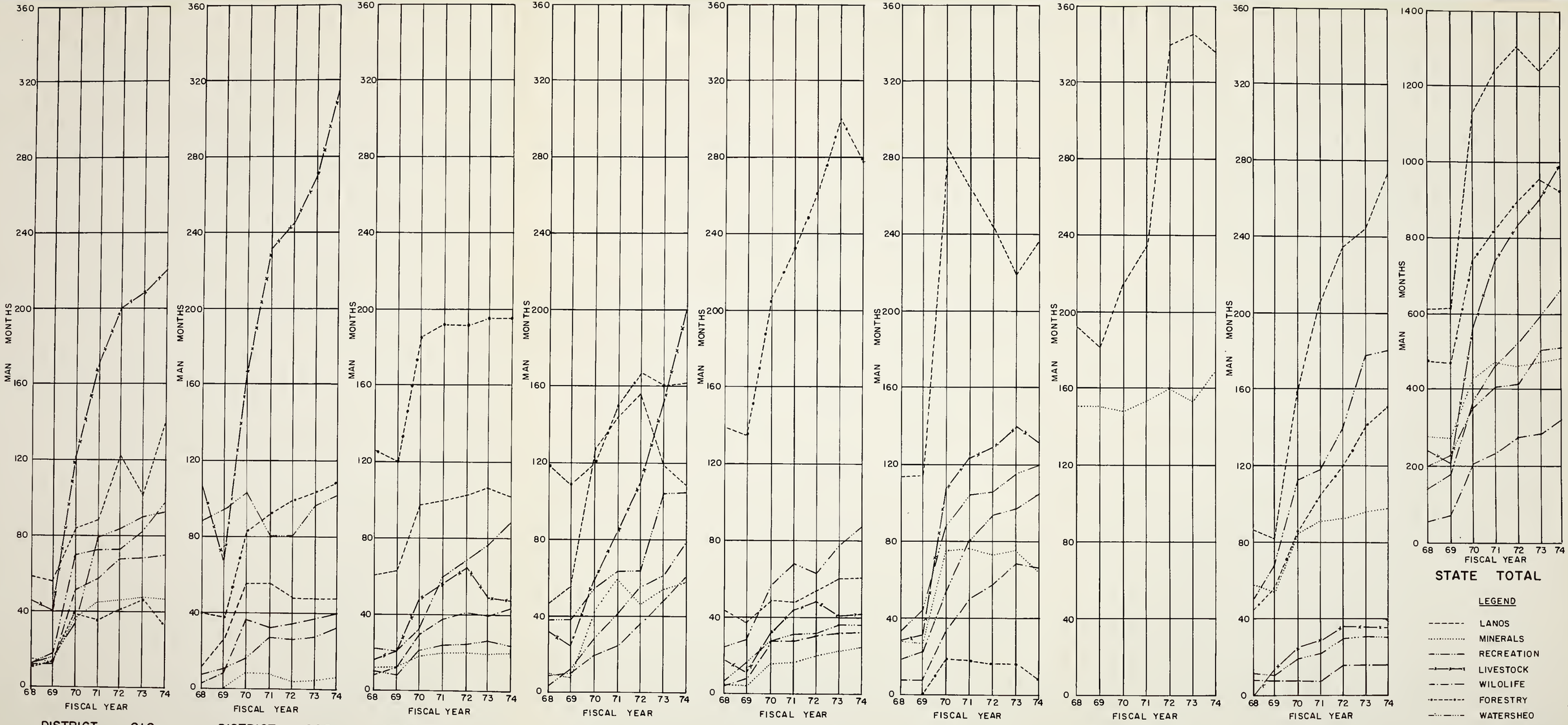
FISCAL YEAR	68	69	70	71	72	73	74
DISTRICT 040							
Lands	47	55	127	145	156	118	108
Minerals	13	12	42	59	46	54	58
Recreation	4	12	29	41	55	61	78
Livestock	31	25	59	84	110	152	199
Wildlife	9	10	19	25	36	48	60
Forestry	118	109	120	150	167	161	162
Watershed	38	38	54	63	63	104	105
Protection	8	9	12	18	19	22	21
Roads	22	44	75	97	114	127	134
Program Development	41	37	50	62	54	60	56
General Support	113	121	230	291	343	397	434
Total	444	472	817	1035	1163	1304	1414
DISTRICT 050							
Lands	42	37	49	48	54	59	60
Minerals	4	4	16	16	19	22	25
Recreation	25	31	57	67	63	77	87
Livestock	16	11	32	43	48	40	42
Wildlife	3	8	27	27	30	31	32
Forestry	138	135	209	232	262	302	277
Watershed	6	16	33	31	31	36	36
Protection	8	6	14	19	22	26	24
Roads	15	28	53	68	86	108	112
Program Development	31	28	63	50	43	42	43
General Support	82	98	154	182	202	218	230
Total	370	402	707	783	860	961	968
DISTRICT 060							
Lands	113	114	286	263	243	219	237
Minerals	28	27	75	77	73	76	65
Recreation	18	22	53	80	94	97	105
Livestock	28	30	108	123	129	140	132
Wildlife	7	7	33	50	57	69	66
Forestry	--	--	18	18	16	16	8
Watershed	34	44	88	105	106	115	119
Protection	2	2	24	25	30	28	31
Roads	12	28	52	59	61	67	73
Program Development	37	38	53	53	43	38	38
General Support	138	141	178	191	203	214	207
Total	417	453	968	1044	1065	1079	1081

MAN-MONTHS TOTALS

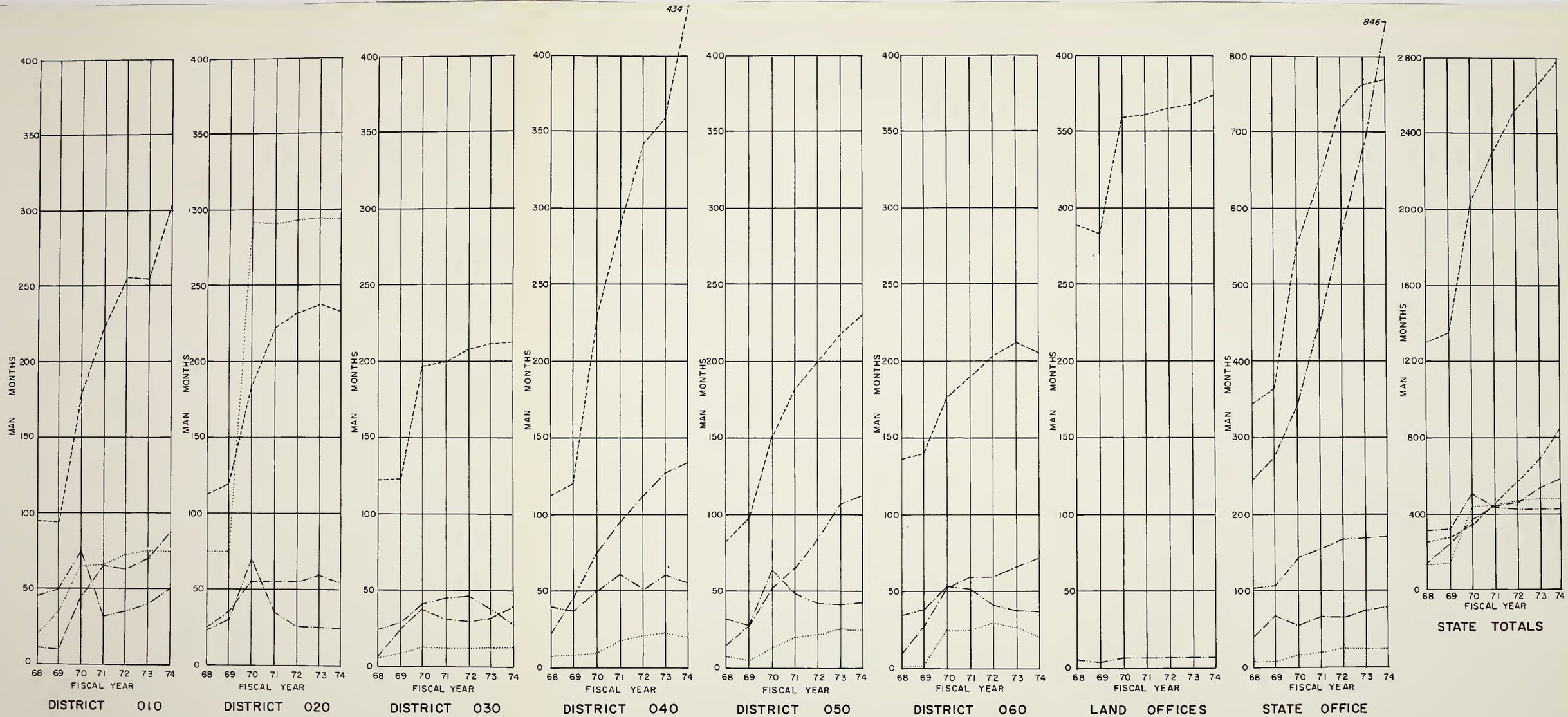
FISCAL YEAR	68	69	70	71	72	73	74
STATE OFFICE							
Lands	86	82	161	206	237	245	275
Minerals	57	55	85	92	93	95	98
Recreation	51	67	114	118	141	178	181
Livestock	--	14	26	29	36	35	35
Wildlife	8	8	7	7	16	16	16
Forestry	46	55	85	104	121	141	151
Watershed	11	11	19	22	30	30	30
Protection	7	9	18	20	24	24	24
Roads	41	69	54	67	65	75	79
Program Development	103	106	145	154	167	170	172
General Support	346	365	554	634	715	766	780
Cadastral Survey	247	277	347	449	568	675	846
Total	1003	1118	1615	1902	2213	2450	2685
COMBINED LAND OFFICES							
Lands	191	182	214	234	340	346	337
Minerals	150	151	148	154	161	154	169
Recreation							
Livestock							
Wildlife							
Forestry							
Watershed							
Protection							
Roads							
Program Development	5	5	6	6	6	6	6
General Support	290	287	359	361	364	369	376
Total	636	625	727	755	871	875	888
STATE TOTAL							
Lands	613	615	1128	1242	1305	1243	1308
Minerals	279	273	429	472	462	473	487
Recreation	142	179	371	465	521	599	667
Livestock	242	208	562	740	833	900	990
Wildlife	56	70	204	235	277	288	325
Forestry	478	469	741	823	899	958	927
Watershed	200	225	352	404	418	505	515
Protection	126	142	437	453	475	480	484
Roads	132	237	371	444	474	537	581
Program Development	309	323	506	441	422	421	429
General Support	1299	1353	2038	2307	2525	2650	2782
Cadastral Survey	247	277	347	449	568	675	846
Total	4123	4371	7486	8475	9179	9729	10341

PERCENTAGE DISTRIBUTION OF MM

	1968	1974
Lands	.15	.13
Minerals	.07	.05
Recreation	.03	.06
Livestock	.06	.10
Wildlife	.01	.03
Forestry	.11	.09
Watershed	.05	.04
Protection	.03	.05
Roads	.03	.06
Program Development	.07	.04
General Support	.31	.27
Cadastral Survey	.06	.08



CALIFORNIA MANAGEMENT STUDY
SUMMARY OF SERVICE PROGRAM ANALSIS
DISTRICT, LAND, STATE OFFICE
STATE TOTAL



CALIFORNIA MANAGEMENT STUDY
SUMMARY OF SERVICE PROGRAM ANALSIS
DISTRICT, LAND, STATE OFFICE
STATE TOTAL

CALIFORNIA MANAGEMENT STUDY

SPECIAL PROBLEMS--PUBLIC DEMAND

The analysis of public domain lands in California for the next seven years has produced the California Management Study which sets forth, as specifically as possible, the workload faced by the Bureau of Land Management in those coming years.

But, there are still some special problems of major proportions which have not been analyzed. These are things which we now know will come, but which cannot now be clearly expressed in terms of workload.

These are problems created by public demand upon the natural resources of the public domain which will, probably, be overwhelming in their impact upon the Bureau of Land Management.

We believe that the first step is to recognize these problems now, so that the future will not say, "you refused to acknowledge their existance because you didn't know how to handle them". Today we will recognize them, so that tomorrow we may seek to solve them.

It is elementary that the greater the population demand upon natural resources, the more complex and difficult is the job of managing them. In California, there are nearly 16 million acres of public domain land, and there are over 20 million people. In 1974 there will be somewhat less public domain land and a lot more people. These problems involve, in different ways, the relationship of the people to their public land.

There are three problems:

1. Hazards to public safety on public land.
2. Littering and trash disposal on public lands.
3. The impact of desert and cross country motorcycling on public land.

The following brief analysis of each of these sets forth the basic problem and its possible impact on the Bureau.

1. Hazards to public safety on public land

There are, in California, thousands of inactive or abandoned mine shafts and excavations on public domain land. Many of these constitute a serious danger to public safety and welfare. Accidents have occurred in which individuals have been seriously injured or killed by falling into these holes.

At least two counties and one major conservation organization are on record asking the Bureau of Land Management to do something about this problem. There is also a suit against the government involving an accidental death in one of these mine shafts.

Where these hazards exist on unpatented mining claims, they are considered the responsibility of the claimant and local authorities generally seek to have the possessor abate the hazard. But, the BLM is involved where such hazards are caused by abandoned claims or the possessor is not cooperative. We are unaware of any federal law which permits the expenditure of federal funds to abate such hazards nor is there a law or regulation which permits effective enforcement to prevent such situations from developing. There are many ramifications concerning liability of the owners or possessors of land and the steps that may be effective in reducing such hazards. The Regional Solicitor has stated that the Bureau of Land Management does have the responsibility of a landowner in connection with hazards on the public land and that, in some instances, has a duty to post or abate such hazards.

At the present time we have no idea of the extent of the problem. There are statements on record that there are thousands of dangerous mine shafts on public land for which the BLM is responsible, but there is no inventory of these hazards. We do not have laws, regulations, or enforcement capability for action.

We do, however, recognize the problem. We are concerned for the public health, safety, and welfare. And public demand may soon lead to laws, regulations, and a major program for the Bureau of Land Management.

The workload involved in inventorying and abating these hazards would be significant. It is not, for obvious reasons, included elsewhere in this management study. But, because we are taking an objective look at the future, it has been recognized and stated here.

2. Littering and trash disposal on the public lands

Rubbish dumping, littering, destruction and vandalism on the public lands has been a serious problem for many years. The present intense human population pressures in California have gravely accelerated this problem. With the nearly total lack of enforcement capability, and very little regulatory authority, the Bureau of Land Management has a serious problem on its hands. The tremendous existing load of unisghtly trash must be removed, and considerable effort will be needed to clean up, and prevent where possible, future littering.

The first step in recognizing this problem in California was taken in 1967 with "Operation Cleanup". An inventory of the most obvious

intensive rubbish areas on public domain lands was made and it was estimated that there were at least 700 of these major problem sites in the state. The operation also involved the cleanup of half a dozen of these sites using volunteer labor and equipment in a pilot project to see just how much work was involved in getting this mess off the public land.

Based on Operation Cleanup, a report was prepared setting forth the amount of effort and cost of cleaning up these 700 sites. It was estimated at nearly $350,000 and 220 man months.

This does not include followup work to prevent future rubbish dumping or to maintain areas. It does not include new litter sites that are appearing on public land. It does not include an educational program to prevent littering. It does not include the prevention or repair of vandalism damage.

These 700 sites, of course, do not contain all the rubbish on public land - this is just the most obvious junk in the biggest piles in places where it is easy to see. A good inventory of the rubbish, littering and vandalism problem, together with the regulatory and enforcement capability to get control of the problem, will be required before we know exactly how big a job we have to do.

In the meantime, we should get busy and take care of the major problem we have on hand. It is obvious that the longer the program is delayed, the more it is going to cost, both in terms of money and manpower, and in terms of the possible danger to human health, safety, and enjoyable use of the public lands.

At the present time, the workload involved in this program is not well enough defined to include elsewhere in the management study, except for the token amount now being accomplished under recreation maintenance. This is a special problem which will have a significant impact on the Bureau's job in the future.

3. The impact of desert and cross country motorcycling on public land

Desert and cross country motorcycling is a new and rapidly growing sport. Its impact on the public domain lands, particularly near large population centers may prove to be one of the most significant problems for the Bureau of Land Management in the very near future.

Desert motorcycle racing on public domain land in southern California is of such public interest that it was recently featured on a major national television show. The following figures will give some indication of the extent of this sport within a radius of 150 miles of Los Angeles.

There are 95 desert riding clubs sanctioned under the American Motorcycle Association with an average membership of 90-100.

There are 45-50 competitive desert riding events each year with an average of 325 to 350 riders in each for a total of 15,000 to 16,000 competitive entrants each year.

There are an estimated 2,200 to 2,400 non-competitive desert motorcyclists riding each week.

Every year there are some 130,000 desert motorcycle riders, both competitive and non-competitive. And, there are some 275,000 spectators at desert riding events each year. This makes a grand total of nearly 400,000 people involved in desert motorcycling in some way each year.

The average length of a desert motorcycling event is 150 miles, and public land constitutes 50 to 75 percent of this mileage.

This is a rapidly growing sport. Although the population of California grew only 2 percent from 1964 to 1965, the sale of motorcycles rose 29 percent.

More and more public land is being used by desert riding events. The annual meet which covers about 155 miles included only 25 miles of public domain in 1955. In 1967, it included 106 miles of public domain.

Desert motorcycle riding - like other mechanical uses such as dune buggys, 4-wheel drive vehicles, military exercises, and surface mining - is leaving ever-increasing scars on the desert.

We do know that the desert is one of the most fragile ecological areas. Mechanical damage is long-lasting, and often not eraseable.

Desert motorcycle riding on public land, like other mechanical uses, can and must be managed.

Under the multiple use principle of management, the public demand for this form of recreational use on public land deserves consideration. To be consistent with the principles of management for public lands, the Bureau of Land Management must insure wise use, which entails protection of the resources.

At the present time, there is very little in the way of law, rule, regulation, or enforcement capability under which the BLM can take appropriate action in managing desert motorcycling. It is readily apparent that the public demand in California is growing so fast that the laws, regulations and management responsibility will soon be a major program for the BLM.

This is another special problem, particularly evident in California, that may add a major workload to BLM programs which cannot now be defined specifically enough to include elsewhere in the Management Study.

CALIFORNIA MANAGEMENT STUDY

SPECIAL PROBLEMS

Access

During this fiscal year we have actually identified and inventoried 805 easement needs. This inventory supports the total of 2292 easements needed in California as shown by this study.

We consider access a special problem because most of our land management programs are dependent upon our providing legal access. In California, the greatest demand for legal access comes from the recreation public. Our access problem is a very complex one because of our fragmented land pattern. For example, large areas of public land are surrounded by private owners who virtually turn the public land into private hunting preserves simply by blocking access. Pressures will continue to increase to provide legal access for all public uses and future land management programs. To date we have done very little to meed this demand.

Our inventory of the urgent access need shows we could open up and provide assured access to about two million acres of land for multiple use purposes by 1975 if we acquire easements at the rate planned in this study and if adequate funds were provided.

SPECIAL PROBLEMS

ACCESS

OFC	ACT	W/C	JOB	UNIT	TW	RATE	MM
010	1220	210	50	Cases	20	2	10
010	1220	810	50	Cases	20	2	10
010	1260	320	50	Cases	10	2	5
010	3100	300	50	Cases	100	½	200
020	1220	210	50	Cases	111	2	55
020	1220	220	50	Cases	61	2	30
020	1220	810	50	Cases	40	2	20
020	1240	411	50	Cases	61	½	120
020	3100	300	50	Cases	95	½	190
030	1220	810	50	Cases	250	2	125
030	1240	411	50	Cases	30	½	60
030	3100	300	50	Cases	100	½	200
040	1240	411	50	Cases	60	½	120
040	3100	300	50	Cases	614	½	1228
050	1240	411	50	Cases	280	½	560
050	3100	300	50	Cases	120	½	240
060	1220	210	50	Cases	60	2	30
060	1220	810	50	Cases	55	2	27
060	1260	320	50	Cases	110	2	55
060	3100	300	50	Cases	95	½	190
			Total		2292		3475
			Total Man Years				289

SPECIAL PROBLEMS

Feral Burros

A management plan is needed for feral burros in Californis. These animals have been a problem of long standing in some of the desert areas in southeastern California. They are primarily on public lands administered by BLM, U.S. Navy and the National Park Service. The problem lies in the competition between burros, livestock and wildlife, especially bighorn sheep, for water and forage.

There are many unanswered questions on this competition, such as the effect of burros on bighorns at water sources. It is evident, however, that over utilization of forage, at times in various places, damages the range for the burros themselves, bighorns and livestock.

BLM is leading an interagency effort to develop a burro management plan for the public domain. These agencies include the California Department of Fish and Game, California Department of Agriculture, Bureau of Sport Fisheries - Division of Wildlife Services, National Park Service, U.S. Navy and the Agriculture Extension Service, University of California. This need for a management plan and interagency approach has been re-emphasized by the recent BLM Wild Horse Policy, I.M. 67-361.

The immediate need is for an inventory of the location of burro ranges, burro numbers and range conditions. Some information is available but more must be gathered. After this information is collected an initial burro management plan will be developed. This will be subject to modification as future range studies and research develop further information. BSFW-WS is working with the University of California and the University of Nevada to develop a major research program on the burro.

To develop the inventory data, management plan, range use adjustments between burros, wildlife and livestock, range studies and public education there needs to be proper funding and manpower available. This is estimated to be at least seven MMs each in F.Y. 69, 6 MMs in F.Y. 70, four MMs in F.Y. 71 and two MMs each year thereafter. This would be split about evenly between the Bakersfield and Riverside Districts. There would be a small amount of work in the Susanville District also. The CMS printouts are short 7 MMs for this work in F.Y. 69, 5 MMs in F.Y. 70 and 2 MMs in F.Y. 71.

There is widespread interest and strong feeling about the burro. Any burro management plan must have a strong technical foundation but it also must be explained to, understood, and generally accepted by most of the many interested groups. Desires of such groups must be considered in developing the plan.

This is a management problem where BLM must accept its responsibilities. We must develop means whereby the habitat is properly managed for burros, wildlife and livestock and the varied interests attached to them.

CALIFORNIA MANAGEMENT STUDY

SPECIAL PROBLEMS

Material Sales

Mineral material sales are generally applicant initiated from parcels selected by the applicants. If the Bureau agrees to a sale a contract is issued for a fixed amount of material to be removed within a fixed period of time. "Duration of production contracts" can be made but are the exceptions rather than the rule.

Materials are not sold from lands where:

1. Mining claims exist.

2. Valid rights obtained under the land laws exist.

3. Damage to the land would be in excess to the benefits derived from the sales.

An analysis of our 1966 sales indicated that 67 of the sales of material were made for $6,725, resulting in the average sale being for $100. Cost of making these sales is not known but under our present system of processing sales applications, it is possible that the cost of processing the sale exceeded the sales receipts.

During the same year, some 44 free use permits were issued for 81,000,000 tons of materials. We expended during that year 24 man months and $19,225 on our minerals materials program. We can only conclude that this time and money was expended as a public service, either as free use permits or sales to accommodate needs of members of the public.

Demands for materials from public lands will increase as existing material pits in urban areas are exhausted or zoned out of existance.

We can expect in California in the near future to sell in excess of 30,000,000 tons of material annually having an in-place value of $3,000,000.

We must in the near future initiate a program that can cope with this demand and insure that this revenue is not lost to the government.

CALIFORNIA MANAGEMENT STUDY

CADASTRAL SURVEY PROGRAM

A. General Highlights

With the population increase and the resulting public pressures on the public domain; an upward adjustment of land values is taking place. With resulting increase in values, the demand for surveys from both the private sector and the local government, where public domain is intermingled, is increasingly clamorous.

The need is not only to clarify government ownership at these mutual boundaries but to so identify them to make their use by the public possible and to permit their management.

The present staffing of the cadastral branch is inadequate in meeting the survey demands created by public useage, local government and other government agencies. Accordingly, the object of this study is to present a clear, concise and as factual as possible report of the demand and need for an increased cadastral survey program.

The data for this study has been assembled from the California Management Study, Forest Service and the portion of the Cadastral Survey Inventory that has been accomplished. Much of the data in the CMS reflects the on-the-ground knowledge of the District Managers and the Chief of the Cadastral Branch. While most of the data has a rather firm experience factor some of the items such as conversion rates may have been over simplified. However, with mass of data reflecting such an overwhelming job to be done, it is felt that the small degree of accuracy sacrificed will not materially affect the validity of the conclusion and recommendations to be drawn.

In order to analyze the total workload and the functional interrelationship in the cadastral survey program, it was necessary to draw together the data into a more consolidated form. For this purpose several charts and graphs have been prepared showing various relationships. The first (Data Summary) is merely a summary of total work remaining and the man months expended by fiscal year and work code. The other graphs, Proposed Program Emphasis, Total Work and Program Analysis reflect different groupings of job output in man months by function by fiscal year and also by work accomplishments by FY 74 as versus the total need. A review of past work accomplishments which in many cases is unprogrammed indicates a need for analysis of related jobs, which by their nature should be identified with the program, but not included in the present work codes for purpose of this study. Accordingly, a broad category of work identified only as caseload has been used. This caseload interrelationship is shown in charts titled "Caseload Comparisons".

The analysis of work emphasis by accomplishment during the seven year period of this study has been undertaken on a functional

grouping into five (5) broad spectrums. These are administration, open traverse surveys, closed traverse surveys, case load surveys, and remonumentation. The administration group includes work codes 110, 120, 150 and 160, with a total of nine job designations. The others are open traverse surveys (210, 220, 230), closed traverse surveys (310, 320, 330), case load surveys (240, 340) and remonumentation (410, 420, 430).

Perhaps the easiest and the most meaningful method of presentation is by percentage as shown on the following chart

Group	FY-68	FY-69	FY-70	FY-71	FY-72	FY-73	FY-74
Adm.	14	13	11	14	13	12	11
Open	12	8	5	4	3	3	2
Case	15	13	23	24	24	22	22
Closed	49	56	54	51	54	58	61
Remon.	10	10	7	7	6	5	4

From this chart it is obvious that the case load will by necessity show a larger portion of the activity and accordingly will require a much greater effort at the state level in programming. The second item which bears comment is the remonumentation group. The de-emphasis of this function is notcommensurate with its importance in a well balanced cadastral effort. This points to a weakness or lack of foresight wherein a remonumentation program for the public domain lands was not considered in time to be included into this study.

In analysis by work code, the Data Summary Charts provide a consolidation which permits a chronological method through FY 74 of determining the detailed growth. For years FY-68 and FY-69, the man months were limited to that which is presently authorized. This is twenty-nine (29) permanent positions and twenty-one (21) temporary positions in the Division of Engineering of which 275 man months are chargeable to 1400. In year FY-70 the only limits imposed were those of good judgement. Accordingly the following individual work code analysis is based on those paramenters.

1400 - 100 - 1 Manager This job at the present time requires 9 to 10 man months of on-the-job in-office effort plus 2 to 3 months for field direction and leave time. As the number of field party months increase, this requirement will also increase, therein requiring an assistant which will be programmed in related work codes.

1400 - 120 - 2 Administrative Support This includes the time spent on preparation of routine and special reports, on preparation of responses to inquires, on cooperation with other Federal Agencies and on such items that cannot be identified under other job numbers in this activity. The present work load requires approximately 12 MM, however, by delaying some portion of these requirements and by half doing others fewer man months have been scheduled. Based on present experience this job will increase by 4 to 5 times by FY-74.

120 - 133 Microfilming Includes all time necessary to convert cadastral plats and field notes to aperture card form. This project has been completed for the existing plats, but not for the field notes. Although this job cannot be assigned a high priority at this time, it should be accomplished within a 4 to 5 year period. Based on present experience in this field, it will require approximately 7 man years of effort to complete. Thereafter the expenditure of time will be reduced to about 1 man month or less per year.

120 - 164 Clerical This is the general clerical support necessary for the cadastral program. Experience to date indicates a growth need of several times.

150 - 3 Programming-Planning Includes all time of operating and clerical personnel in the broad base planning and programming. Past experience is the base.

160 - 4 Safety Approximately 1% of the total man months programmed should be devoted to job safety. This amounts to less than one hour every pay period.

160 - 29 Public & Coop Relations This at present requires about 1 MM per year in effort that cannot be identified as part of a certain job. It is anticipated that this will increase to 3 MM per year as the public lands become more valuable and as the population of this state continues to grow.

160 - 132 Survey Records Includes the time spent to provide for public contact in connection with survey records and to aid survey crews in research of the necessary records. That portion dealing with the public will be transferred to L & M Division with realignment of duties in FY-69.

1400 - 160 - 172 Training Technical Approximately 5% of total permanent time should be spent in formal and informal class type training. Experience to date, indicates that only about 1% is actually committed. By FY-74, we expect to reach the 3% mark.

210 - 134 New Surveys Includes on-the-ground operations work, computation work and associated activities performed at the site. No new open traverse surveys will be programmed until the protraction work is completed in FY-69. After this time, some open traverse will be required. It is anticipated that the total number of miles required will be about 500. The reduction of this need will require a moderate effort from FY-70 through FY-74 and a reduction thereafter. On a pipeline basis, the yearly requirement would be very small, decreasing with the increase in new closed traverse surveys. Criteria is 5 miles per man month.

210 - 135 Resurveys The status and programming of the resurveys is similar to that of the open traverse new surveys with the exception of number of miles which is estimated at 1200. Again many of these miles will be associated with the protraction work which will formally end in FY-69. This work will be programmed over a period in excess of 100 years. All open traverse type surveys will be discouraged with emphasis on the closed type of survey. Criteria is 4 miles per man month.

210 - 140 Protractions A major emphasis will be placed on getting field control during FY-68 and early FY-69. In order to meet the FY-69 deadline for completion of this project, with the limited man power available during these 2 years, it will be necessary to limit control to 230 miles. Criteria is 7 miles per man month.

220 - 134 New Survey Returns Criteria is 30 miles per man month.

220 - 135 Resurvey Returns Criteria is 20 miles per man month.

220 - 140 Protraction Returns Criteria is 20 miles per man month. Note: The returns are lagging the field accumulation by about 10 man months, however a

1400 - 220 - 140 (continued) reduction in man months will be accomplished by decreasing the amount of cross-checking. This will have to be done again in FY-69.

230 - 134 New Survey - Verify Criteria is 60 miles per man month.

230 - 135 Resurvey - Verify Criteria is 20 miles per man month.

230 - 140 Protractions - Verify Criteria is 40 miles per man month.

240 - 39 Advertising Trespass Includes the time necessary to field verify and to prepare documentation required. Of the districts total anticipated cases, it is estimated that only about 8 will require cadastral assistance. Criteria is 2 cases per man month.

240 - 21 Right-of-Way Trespass Includes the time necessary to field verify and to prepare documentation required. Of the many that occur each year, it is estimated that only 2 will require cadastral assistance. Criteria is 1 case per man month.

240 - 26 Material Sales Includes the time necessary to field verify and to prepare documentation required. Of the many that occur each year, it is estimated that only 2 to 4 per year will require cadastral assistance. Criteria is 2 cases per man month.

240 - 50 Access Includes the time necessary to field verify and to prepare documentation required. Estimate: Total Load - 200 cases. The complexity of those to date, indicate that about 3 MM per case will be required.

240 - 67 Precruise & Layout Includes the time necessary to field verify and to prepare documentation required. Approximately 2 out of the 40 to 50 cases per year requires the expert services of the cadastral surveyor. Criteria is 1 case per man month.

240 - 73 Timber Trespass Includes the time necessary to field verify and to prepare documentation required. Based on inventory and suspected cases, the total trespass load as relates to cadastral is about 35.

1400 - 240 - 73 (continued) Since these are normally in areas of no surveys, poor or fraudulent surveys, the effort in each is conservatively estimated at 5 man months per case.

240 - 114 Fire Trespass Includes the time necessary to field verify and to prepare documentation required. To date none of these has been of sufficient value or in lands of question. Accordingly, no time has been programmed. Criteria is 1 case per man month.

240 - 136 Soil & Watershed Includes the time necessary to field verify and to prepare documentation required. No annual program is anticipated. Only an occasional high value project would require verification of land ownership by a cadastral crew. Use one occurrence during a seven year period. Criteria is one case per 3 man months.

310 - 138 New Surveys Approximately 4,000,000 acres of land in this state requires an original survey. Included in this is about 100 sections of state school land. However, since much of this land is low in value and use, none of it is scheduled for survey in FY-68 or FY-69. For period beyond these years it will be programmed at a rate of less than 1% of the 4,000,000 acres per year. Criteria is 3 man months per 1,000 acres.

310 - 139 Resurveys The current need and pressure for resurveys far outweighs the need and pressure for original surveys. The major portion of the cadastral effort is, and will continue to be, directed toward this element. About 5,000,000 acres are known to require resurvey at this time. These lands are normally of greater value and in greater use than the unsurveyed lands. Accordingly, the survey effort here will be somewhat greater even though somewhat conservative at 1% plus. Criteria is 5 man months per 1,000 acres.

320 - 138 New Survey Criteria is 1 man month per 1,000 acres.

320 - 139 Resurveys Criteria is 3 man months per 2,000 acres.

330 - 138 New Survey Criteria is 1 man month per 4,000 acres.

330 - 139 Resurveys Criteria is 1 man month per 4,000 acres.

1400 - 340 - 14 Agriculture Includes the time necessary to field verify and to prepare documentation required by L & M. It is estimated that about 15 of some nearly a thousand cases will require cadastral action. Criteria is 1 case per 2 man months.

340 - 15 Occupancy Includes the time necessary to field verify and to prepare documentation required by L & M. Of some nearly 2,000 cases confirmed or suspected, 200 will require cadastral effort. Criteria is 1 case per 2 man months.

340 - 16 Public Sale Includes the time necessary to field verify and to prepare documentation required by L & M. Of several thousand potential sales, only a small number will require additional cadastral effort. An estimate of 500 or less appears valid. Criteria is 1 case per 5 man months.

340 - 17 Exchange Includes the time necessary to field verify and to prepare documentation required by L & M. Based on present known needs, an estimate of 130 exchange actions will require cadastral effort. Criteria is 1 case per 5 man months.

340 - 18 Selections Includes the time necessary to field verify and to prepare documentation required by L & M. Although no background material is available for estimating the number of cases that will require cadastral action, an assumption of between 2 to 5% appears reasonable. Accordingly, the total work load is estimated at 20 cases. Criteria is 1 case per 5 man months.

340 - 19 R & P P Includes the time necessary to field verify and to prepare documentation required by L & M. This is the same as 1400-340-18 with the exception that a percent of less than five appears more reasonable. Use 160 cases.

340 - 55 Range Includes the time necessary to field verify and to prepare documentation required by L & M. The necessity to use cadastral surveys here, due to low economical values is very remote. Accordingly, an estimate of 1 every 5 to 10 years would appear logical. Criteria is 1 case per 2 man months.

1400 - 410 - 141 Remonumentation This program's major emphasis is in the Forest Service Lands. The FS estimates that there are 120,000 corners in California to be searched. Of these, 60,000 will be scheduled for examination and 40,000 must be remonumented. Experience to date, indicates that about 400 corners per man-year is normal. This does not include FS time. Criteria is 45 monuments per man month.

420 - 141 Remonumentation, Returns Criteria is 100 monuments per man month.

430 - 141 Remonumentation, Verify Criteria is 400 monuments per man month.

The criteria shown in each work code is based on past experience and a best judgement factor. To reiterate individual work code criteria may be grossly in error, but the aggregate totals appear reasonable. The experience and judgement factors used as an aid in determining criteria is as follows:

1. The normal field party in timbered and mountainous land consists of 6 men: 1 transitman, 2 chainmen, 1 flagman and 2 axemen. Multiple crews also require a Supervisory Cadastral Surveyor and a handy man. Desert surveys normally consist of 5 men, thus giving an overall average of 6 men per party.

2. Past experience shows that a single survey party averages 20 days per month on line, with a daily progress of ¼ mile in timbered mountainous land and 1 to 3 miles in the desert. About 80% of our effort is in mountainous forested areas which include most of our special problems.

3. These values for field work, plus office support time, plus estimated miles per case were used in arriving at the number of man months per unit.

4. Man months of office time include the actual case connected effort and general non-case effort. This office time amounts to about 40% of our total annual man months scheduled.

Under the category of related inputs, that portion of this study which departs from the given manual work code definitions will be analyzed. It has been identified as case load work and given new work code numbers of 240 and 340. It consists of 15 jobs of which three (3) are classified as recurring. These jobs are directly related to the on-going locally identified L & M and RPM programs and could have been placed into the existing work code system.

However, their identity would have been lost and the clear functional interrelationship now shown between activities would have been obscured. Additionally, these individual jobs may in many cases not require the extensive treatment of our normal surveys. Although, in practice every effort is made to formalize the survey through an increase in effort if the time is available. As an example, in the case of a timber trespass, where it is only necessary to reestablish a few miles of open traverse, and additional effort to complete a closed traverse survey may be undertaken. Further, it may only be necessary to show the trespassor and/or his surveyor the method of reestablishing the line or where he was in error in his method. Thus, it would not be necessary to formalize. While jobs like these may seem minor in relationship to the total, they do represent fifteen (15%) percent of the total present cadastral AWP man power. By FY-74, it is anticipated that this will grow to twenty two percent (22%).

Directives and advices for FY-68 have been reviewed to determine their mandatory requirements and to quantify those requirements as an aid in analysis. In the Cadastral program, these advices and directives, with a few exceptions, are general in nature making quantification exceedingly difficult. This is doubly true wherein no guide lines are established for a time span. Nevertheless, these guidances do provide for program emphasis from which certain conclusions can be drawn. To quote excerpts:

> "Programming of cadastral survey work shall be directed to the fulfillment of the responsibilities to BLM and to other public land management bureaus. Complete correlation of the needs of our major resource management activities must be achieved. Cadastral surveying must continue to increase its role in the Bureau's program and contribute to the accomplishment of its goals.
>
> "Continue to program, at a level consistent with the need, the small tract surveys made necessary by the Mining Claims Occupancy Act, P.L. 87-851, and P.L. 88-608, which provides temporary authority for the sale of other public lands.
>
> "Surveys required for the successful prosecution of numerous trespass cases required by the forestry and other resources management programs shall be re-emphasized in this fiscal year.
>
> "There is substantial evidence that several of the States have a backlog of "surveyed but uncompleted projects", awaiting final note writing and platting before being sent to the Washington Office for approval. Field work must be followed immediately with plat work to produce

a final product.

"It is urgent that we move forward on the protraction surveys. This is especially true in the States of Idaho and California. It is imperative that office work in these States be adequately programmed to ensure completion of protraction surveys in FY 1968 in order to be prepared for RIP in those States.

"Every effort should be made to continue the recruiting and training program according to the State's needs. With the ceiling on manpower we must depend upon modern survey equipment and methods and thoroughly trained and experienced personnel to maintain the heavy work schedule.

"Increase the cadastral survey program in FY's 1968 to 1971 to fully support the major resource division programs of the Bureau and the needs of other Government agencies. The contemplated growth of the resource divisions will require complete coordination by the Division of Engineering with the resource divisions.

"Funds transferred from the Forest Service will be used mainly for surveys made necessary by the Bureau's refusal to accept as identified, original corners located under the Forest Service boundary, posting, and marking project. Unless associated with surveys generated through the boundary, posting and marking project, we will continue to finance from our regular cadastral survey funds our cooperative remonumentation program.

"Accordingly, your regular program for work should continue to carry at least the present corner identification work and the surveys normally done."

Using these as a basis for determining mandatory work by directive, a conservative estimate of nearly 600 man months would be required to maintain status-quo in FY-68.

In personnel, the forecast is for an increase from the present 275 man months to 1057 man months by FY 1974. As can be seen, this is a growth rate of nearly four times as compared to a rate of between two and three for the state as a whole. This emphasis in personnel staffing reflects the concern of the state in this program. The staffing level recommended herein, not only sets the number of positions, but also recommends grades and the division between permanent and temporary positions. This area is treated in greater detail in a later chapter in this study. Areas in personnel needing additional research and comments are those proposed by the Washington Office Study. Much thought has been given to some of these problems

dealing with the well-being of the individual, but only a few have been explored in enough depth to draw conclusions. These will be commented on in detail in following paragraphs.

Personnel in support of activity 1400 will be drawn from activity 1700 for management, and from 1800 for the preparation of the plats. the 1700 activity probably contributes about 12 man months per year to direct and indirect support, while 1800 provides about 110 to 120 man months. Additional related effort of about 8 man months will be required in order to accomplish mineral survey reviews in 7200 activity.

Special highlights here refer to five areas of concern which need additional treatment. These are resurveys, remonumentation,caseloads, backlog and personnel.

In resurveys, the need basically exists because of lost or obliterated corners necessitating reestablishment and/or because of partially or totally fraudulant surveys during the period of 1870 to 1890. During this period an association was formed, referred to as the "Benson Syndicate", which was awarded contracts for the survey of over 900 townships in California. These surveys and loss of monuments, by-and-large, are responsible for the greater percentage of the requested resurveys. By 1974, only five percent (5%) of the total estimated resurvey acreage of 5,000,000 will have been accomplished with a planned increase of party months of about four (4) times. It is very probable that this effort will not be sufficient to support the total bureau needs; since it is questionable if not almost impossible to properly administer lands until you know their location and exact boundaries.

Remonumentation as referred to in this study has been limited to that program initiated by the Forest Service. It is interesting to note the emphasis the Forest Service places on search and remonumentation of corners before their destruction or obliteration. The following table compares our effort in their behalf to theirs in man months and dollars.

F.S. REMONUMENTATION

FY	Cost in $1000	Man Months
64	60	Unknown
65	62	Unknown
66	62	Unknown
67	140	168
68	196	216

BLM SUPPORT

FY	Cost in $1000	Man Months
66	26	27
67	32	31
68	31	28

It is felt, that this study has failed through omission of a similar program for public domain, to properly place the priorities of work accomplishment into proper perspective. A program of magnitude equal to or greater than that being pursued by the Forest Service is of definite need. An economic study of remonumentation as compared to resurvey would in all probability show a substantial savings. With some 100 plus years having passed since the first monuments were set and based on field experience pertaining to their loss; the problem of remonumentation must be emphasized, as soon as possible, to gain maximum benefits.

The Case Load Comparison Chart reflects the impact or lack of impact on the related L & M and RPM programs as now outlined in this study. It is obvious that within the projected twenty-two percent (22%) case load effort; that an imbalance exists between the amount of cadastral effort available and the amount required. This is emphasized in such jobs as exchanges (Job No. 17) wherein the L & M effort is directed at accomplishing 470 out of 839 cases or fifty-six percent (56%), while cadastral is doing but 21 out of 130 for sixteen percent (16%). This shows an imbalance in this job of about 260 man months. Analyzing all 1400 activity jobs in work codes 240 and 340, the imbalance between L & M and cadastral becomes seven hundred and twenty-four man months (724). Accordingly, 1) the cadastral effort must be increased, 2) the rate of accomplishment of certain jobs by L & M and RPM reduced or 3) the cadastral bottle necks be by-passed if possible and left to the future as is now being done in many cases. A fourth (4th) alternate not recommended would be to accomplish the case load work independent of formalized surveys (Job 138) and resurveys (Job 139). This would in some instances resolve the immediate problem, but does not provide for long term survey benefits or recognize the economy of doing a complete survey in certain areas concurrently. At present we have a backlog of some 50 group surveys that in all probability fit into such an expedient category. This is discussed in detail in following paragraphs.

The current and continuing backlog of projects requiring both additional field and office time is becoming a real problem. It will require a monumental effort in order to reduce it to current pipeline level. Its creation, is properly attributed to an attempt to superimpose all unprogrammed requests during a several year period on top of a program already short of man power. The continuing emphasis on taking care of hot spots has not alleviated the trouble.

At present the only solution appears to be an increase in man power, to eliminate the backlog now estimated at 260 field man months and 150 office man months for 50 plus groups. Of these, 16 will be complete in plat form by the end of FY-68.

Personnel highlights will herein refer to three related general topics which are in addition to the items discussed in the chapter on personnel. These are in direct response to the Washington Office Study. One will deal with the man and his family, the second with organization to handle both field and office requirements and the third office administration.

The first item has been discussed in joint session with the men directly concerned; that is the cadastral surveyor. In these sessions, items discussed were (1) stationing of a crew at the district office and funding them through the District Manager, (2) stationing of a crew at the district office but keeping complete control at the state office, (3) a combination of 1 and 2 wherein the DM will provide for quarters, certain assistance and hiring of temporary help while the state office gives the job assignment and day to day operating instructions, (4) work shift (example ten days on and four off), (5) assignment of crews at select districts and the state office and (6) transfer the function to service center and work out of there. Probably the most significant comments were those relating to the possible decrease in the individual party chief's authority and to the solid rejection of item four and six. Most all agreed that a trial period for items three and five would be desirable at one district should an expansion in personnel assigned take place. This could lead to further evaluation and elimination or expansion of the suggestion.

The second, dealing with office versus field time also has been much discussed particularly in view of our present backlog. All are in agreement that a survey does not meet its full requirement until it is an approved plat. Accordingly the ratio of field time to office time should be balanced with this as the criteria. Future programming will attempt to provide for the desired balance. Efforts will be made to resist disruption caused by imposed unprogrammed work.

Last, is the administrative problem in meeting the ever increasing demand of the public to work with or to pass on decisions relating to mutual boundaries. The average number of pieces of technical correspondence which must be answered is now three (3) a day. This item alone requires more than a man year of office administrative effort in research and analysis. Additional items which are in themselves also of considered significance are the responding to two (2) calls from the public sector per day and at least three (3) weekly office visits. These are considered in excess of that which the technical expertise in the cadastral office can now do in a normal work day. Accordingly, it has been necessary

to detail a cadastral surveyor to aid as an office engineer. This public demand work has every indication of increasing in magnitude and will have to be considered in future years.

This study shows the substantial role the cadastral program must play in the overall bureau multiple use concept. The following combined recommendations and conclusions are the means by which this can be accomplished.

1. The present study does not provide for a remonumentation program on the public domain. This is an essential program and should be staffed at a level comparable to the Forest Service. This would be a minimum accomplishment goal of 1200 monuments per year by 1974.

2. The accomplishment of seven percent (7%) of the known work by 1974 should be considered as the minimum acceptable rate of growth and merely a milestone in achieving an adequate staff.

3. The emphasis on case load is only a method of showing work load to be accomplished and its interrelationship. It is not a recommendation for additional work codes.

4. Closed traverse surveys must continue to be emphasized and coordinated into the case load work in order to effect the best utilization of manpower.

5. The interrelationship of the cadastral program must be clearly understood when programming in the L & M and RPM areas to insure proper program balance. The case load comparisons between Cadastral, RPM and L & M readily reflect this need.

6. The administrative work load will continue to rise due to public demand. Staffing must be provided to meet this requirement even though one cannot measure it in tangible terms.

7. Present support of other government agencies should be adequate, not the minimum possible, under the circumstances.

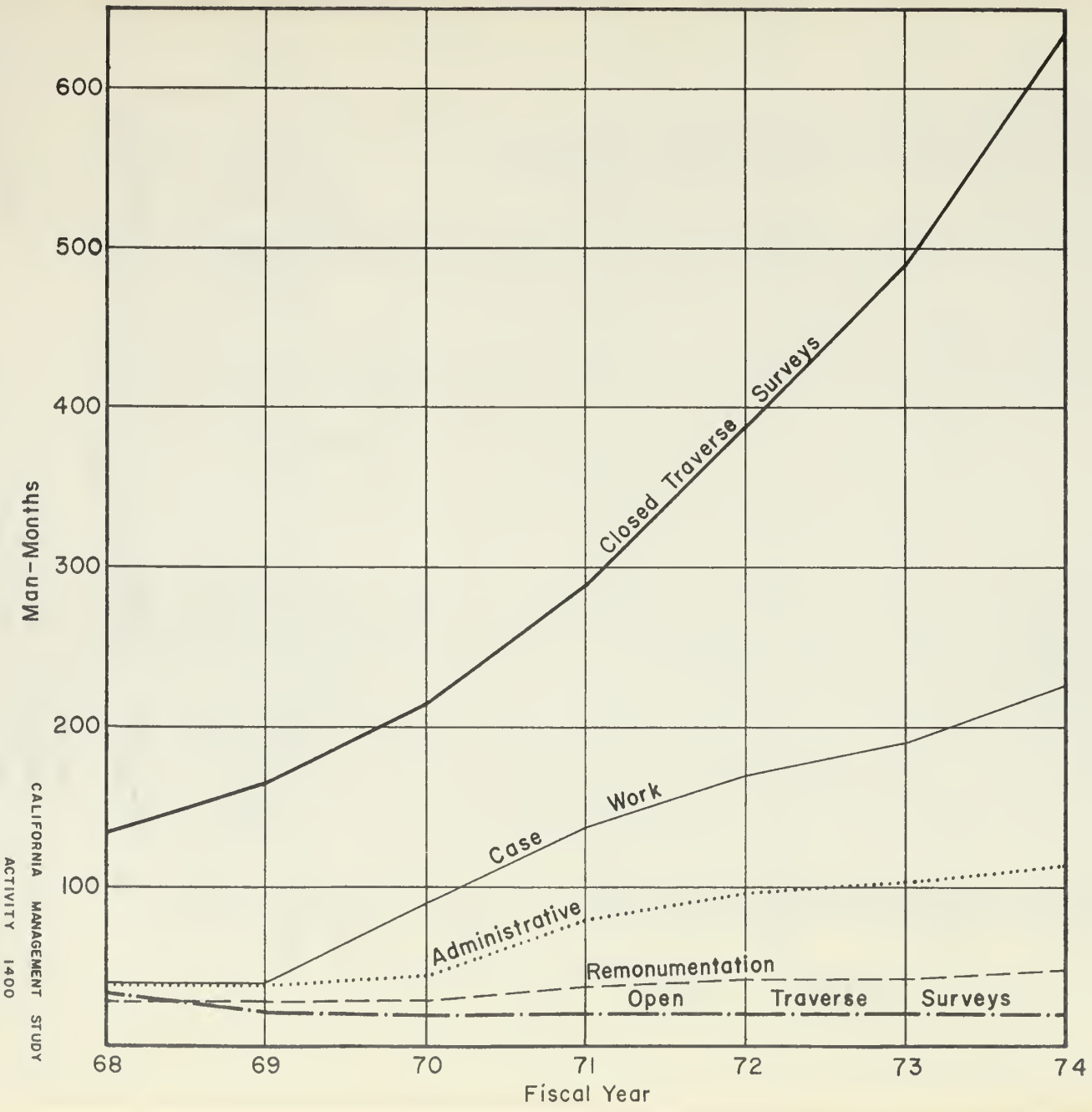
8. The present staff is inadequate and needs to be increased in order to be responsive to even a few of the many demands. Supplementary help through the service center and through new and improved techniques is a must.

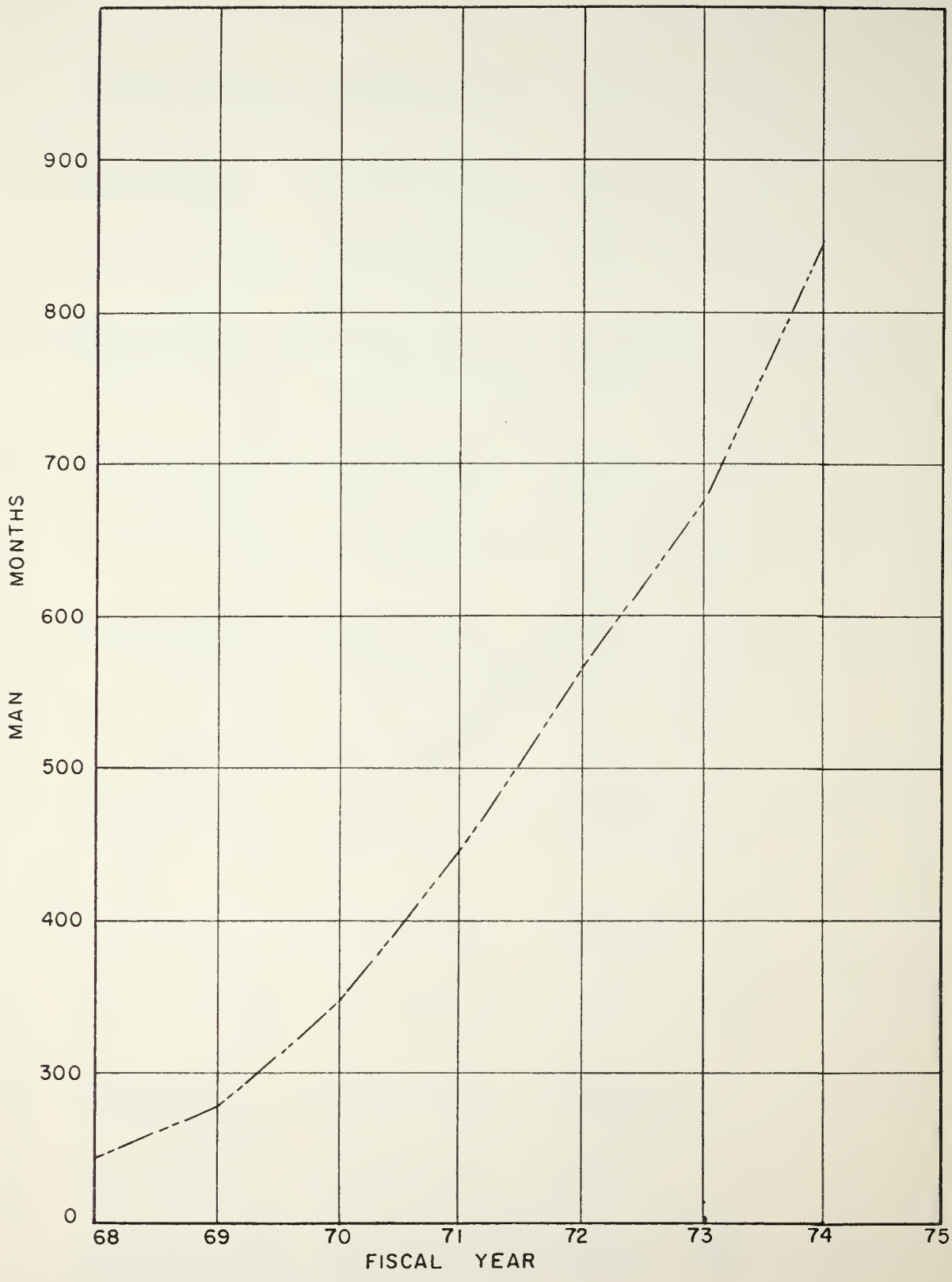
9. The present cadastral study by the Washington Office, even though it means a short term loss in production, is thought to be necessary to explore in depth the above conclusions and recommendations plus perhaps many more.

	WORK CODE	JOB NO.	FY 68		FY 69		FY 70		FY 71		FY 72		FY 73		FY 74		STATUS	
			TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	R	N
MAN MONTHS	110	1		12		12		12		12		12		12		12	X	
	120	2		3		4		8		12		12		12		14	X	
	120	133		1		1		2		20		20		20		20		X
	120	164		6		6		9		14		20		24		30	X	
	150	3		2		2		2		3		4		4		5	X	
	160	4		1		1		2		5		7		9		10	X	
	160	29		1		0		1		2		3		3		3	X	
	160	132		11		11		6		6		8		8		10	X	
	160	172		2		2		3		8		10		10		12	X	
	SUBTOTAL			39		39		45		82		96		102		116		
MILES	210	134	500	0	500	0	500	12	440	12	380	12	320	12	260	12		X
	210	135	1200	3	1188	2	1180	5	1160	5	1140	5	1120	5	1100	5		X
	210	140	230	24	60	8	0	0	0	0	0	0	0	0	0	0		X
	220	134	500	0	500	0	500	1	470	2	410	2	350	2	290	2		X
	220	135	1200	0	1200	1	1180	1	1160	1	1140	1	1120	1	1100	1		X
	220	140	370	5	170	8	0	0	0	0	0	0	0	0	0	0		X
	230	134	500	0	500	0	500	1	470	1	430	1	390	1	330	1		X
	230	135	1200	0	1200	1	1180	1	1170	1	1150	1	1130	1	1110	1		X
	230	140	400	2	200	2	0	0	0	0	0	0	0	0	0	0		X
	SUBTOTAL			34		22		21		22		22		22		22		
CASES	240	39	8	0	8	0	8	1	6	0	6	1	5	1	4	1		X
	240	21	2	0	2	0	2	2	2	2	2	2	2	2	2	2	X	
	240	26	2	0	2	0	2	1	2	1	2	1	2	1	2	1	X	
	240	50	45	3	44	3	43	6	41	12	37	18	31	24	23	24		X
	240	67	2	0	2	0	2	1	2	2	2	2	2	2	2	2	X	
	240	73	35	2	34	5	33	20	29	25	24	30	18	40	10	50		X
	240	136	0	0	0	0	0	0	0	0	0	0	0	0	1	0		X
	240	114	0	0	0	0	0	0	0	0	0	0	0	0	1	0		X
	SUBTOTAL			5		8		31		42		54		70		80		

	WORK CODE	JOB NO.	FY 68		FY 69		FY 70		FY 71		FY 72		FY 73		FY 74		STATUS	
			TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	TW	MM	R	N
1000 ACRES	310	138	4000	0	4000	3	3999	6	3997	9	3994	18	3988	24	3980	24		X
	310	139	5000	106	4970	125	4945	160	4913	210	4871	280	4815	350	4745	450		X
	320	138	4000	0	4000	1	3999	0	3999	2	3997	6	3991	8	3983	8		X
	320	139	5000	25	4977	30	4957	42	4929	60	4889	75	4839	90	4779	135		X
	330	138	4000	0	4000	1	3999	0	3999	1	3997	2	3991	2	3983	2		X
	330	139	5000	4	4985	5	4965	6	4941	8	4909	10	4869	14	4813	22		X
	SUBTOTAL			135		165		214		290		391		488		641		
CASES	340	14	15	0	15	0	15	2	14	2	13	2	12	2	11	2		X
	340	15	200	6	197	6	194	16	186	24	174	40	154	40	134	48		X
	340	16	500	4	499	5	498	5	497	15	494	20	490	20	486	25		X
	340	17	130	15	127	5	126	10	124	15	121	15	118	20	114	25		X
	340	18	20	10	18	10	16	15	13	20	9	20	5	20	1	25		X
	340	19	160	0	160	5	159	10	157	20	153	20	149	20	145	25		X
	340	55	1	0	1	0	1	0	1	0	1	0	1	0	1	0		X
	SUBTOTAL			35		31		58		96		117		122		150		
10 MONS.	410	141	4000	18	3920	18	3840	18	3760	27	3640	27	3520	27	3400	33		X
	420	141	4000	7	3930	8	3850	8	3770	8	3690	12	3570	12	3450	12		X
	430	141	4000	2	3930	2	3850	2	3770	2	3690	3	3570	3	3450	3		X
	SUBTOTAL			27		28		28		37		42		42		48		
	TOTALS			275		293		397		569		722		846		1057		

CALIFORNIA DATA MANAGEMENT STUDY
SUMMARY
SHEET 2 OF 2


600
500
400
300
200
100
Man-Months
Closed Traverse Surveys
Case Work
Administrative
Remonumentation
Open Traverse Surveys
68
69
70
71
72
73
74
Fiscal Year
CALIFORNIA MANAGEMENT STUDY
ACTIVITY 1400
PROGRAM EMPHASIS



CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
CADASTRAL

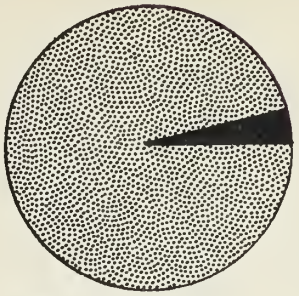
CASE LOAD COMPARISONS

				L & M		R P M		E N G			Imbalance	
Job #	Title	Status	TW	by 74	%Rate	by 74	% Rate	TW	by 74	% Rate		MM
39	Advertising	N	118	110	93	-	-	8	5	62	-31	-1
21	Right-of-Way	R	-	-	100	-	-	2	2	100	0	-
26	Material	R	-	-	100	-	-	2	2	100	0	-
50	Access	N	2290	-	-	750	32	45	30	66	+34	+45
67	Precruise-Layout	R	-	-	-	-	100	2	2	100	0	-
73	Timber Trespass	N	244	-	-	244	100	35	35	100	0	-
136	S & W Projects	N	-	-	-	-	100	1	0	0	-100	-3
114	Fire Trespass	N	275	-	-	275	100	1	0	0	-100	-1
14	Agricultural	N	423	370	87	-	-	15	5	33	-54	-16
15	Occupancy	N	-	1500	67	-	-	200	90	45	-22	-66
16	Public Sale	N	7273	890	12	-	-	500	19	4	-8	-205
17	Exchange	N	839	470	56	-	-	130	21	16	-35	-260
18	Selection	N	231	168	73	-	-	20	20	100	+27	+30
19	R & P P	N	1221	524	43	-	-	160	20	12	-31	-245
55	Range	N	117	-	-	117	100	1	0	0	-100	-2

N = nonrecurrent
R = recurrent
TW = total work
by 74 = number of total; accomplished by 74

This deficit represents program imbalance beyond the staffing level of Cadastral for FY-74

724

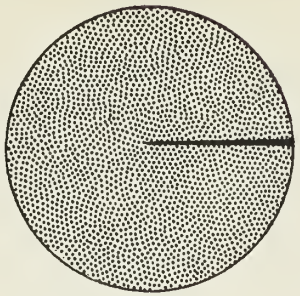


15%

Remonumentation

TW = 40000 Monuments

Job No. 141

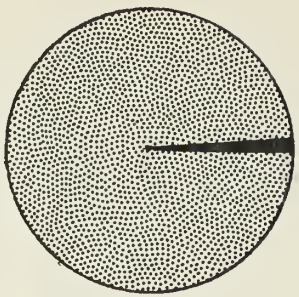


0.5%

New Surveys

TW = 4,000,000 Acres

Job No. 138



5%

Resurveys

TW = 5,000,000 Acres

Job No. 139

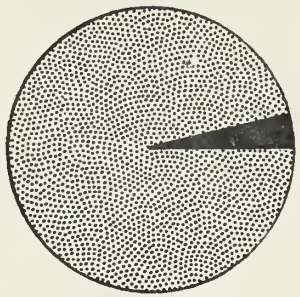
NOTE:
Total Accomplishments by FY. 74 as related to Total Work.

100%

Recurrent Case Load

TW = 5 Man Months / Year

Job No. 21, 26, 27

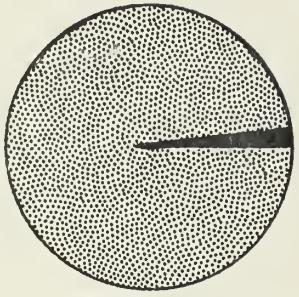


13%

Non-Recurrent Case Load

TW = 4800 Man Months

Job No's 39, 50, 73, 114, 136
14, 15, 16, 17, 18, 19, 55.



7%

Total

TW = 60000 Man Months

Job No's All 1400

CALIFORNIA MANAGEMENT STUDY
ACTIVITY 1400
TOTAL WORK

WORK REQUIREMENTS VERSUS MANPOWER

B. California Highlights

In order to assess the total work load and assign a program rate to the jobs in the Management Study, the mandatory jobs first had to be analyzed and quantified. This step was especially critical through FY-70 where manpower ceiling exists by directive or where ability to expand is limiting. Of the 186 jobs included in the Management Study, 97 are now defined as mandatory in total or to some degree. The remaining 89 jobs include such work as planning, resource improvement projects, public and cooperative relations and recreation facilities; jobs that quite often are more critical to resource needs than are external service or demand items. Mandatory jobs, then, are not based on resource priority, but are set by demand services, directives, protection requirements, etc. The five mandatory requirements are as defined below:

1. Public Demand Services and Operations-Based on caseload, issuing licenses and permits, information service and maintaining current records, although further defined, in some cases, by work directives. The jobs in this category are predominantly lands and minerals, but also include unauthorized use and cadastral support to caseload. Any Bureau Motion program in the jobs listed in this category, such as Exchanges and orderly disposal of non-multiple use lands would have to be above this maintenance level.

2. Bureau Motion Services and Operations - Based on directives, manual requirements, instruction memos and other authorities outlining specific goals or commitments. These jobs are primarily resource oriented such as Allotment Management Plans, Timber Sales, Unit Resource Analysis and Impact Studies. Also included are required support such as Cadastral Surveys and Multiple Use Classification.

3. Emergency Protection Services - Based on preventing or reducing resource damage. The jobs in this category primarily relate to fire suppression and protection, and have been mandatory throughout the history of the BLM. Included are Detection, Fire Contract Supervision and Communications.

4. Maintenance of Capital Investments - Includes maintenance of roads, buildings, soil and watershed projects, recreation sites and other Federal improvements.

5. General Support - Based on the Standard District and State Organizations under approved manpower ceilings. The administrative framework required include managers and staff, program planning, clerical time and safety.

In addition to work load requirements in compiling the Management Study, an analysis of the mandatory situation provides the following information crucial to management:

1. The amount and type of mandatory work to be accomplished.

2. The degree of over-commitment of manpower resulting from the summation of mandatory work and Annual Work Plan commitments.

3. The extent of the total mandatory work being accomplished.

4. The degree that available manpower is committed to mandatory work.

The amount of mandatory work and degree of accomplishment by type, is shown in the following table:

FY-68

Type of Mandatory Work	Total Mandatory Work	Mandatory Accomp. in AWP	Deficits		Percent Accomp.
	MM	MM	MM	M.Yrs.	
1. Public Demand Serv.	1597	1164	433	43	73
2. Bureau Motion Serv.	1475	820	655	66	56
3. Emergency Protection	192	113	79	8	59
4. Maint. of Cap. Invest.	330	173	157	16	52
5. General Support	1093	1042	51	5	95
Subtotal	4687	3312	1375	138	71
Non-mandatory Work in AWP	677				
Total Work to be Accomplished	5364				

The total job load to be accomplished this fiscal year is the summation of mandatory work as it exists plus the commitments in non-mandatory work included in the Annual Work Plan. Petition applications, licenses and information services must be processed or supplied. Goals for jobs such as Timber Sales, Allotment Management Plans, Unit Resource Analysis must be met in a specified time. Emergency protection is necessary and Capital Investments must be maintained. Added to this required work are jobs critical to Resource Management. Seeding, fences, recreation facilities and roads are some of the elective projects that are added to the mandatory work load by Annual Work Plan Directives.

The manpower ceiling determines the amount of the total work load that can be accomplished. Although there is some flexibility in the temporary positions, most of the work load is dependent upon the manpower ceiling placed on the permanent positions within the table of organization. In some categories, such as Public Demand Services and Operations, the total work is related to permanent manpower.

The relationship of mandatory and critical work versus manpower are shown in graphic form, titled "Work Directives Versus Manpower". Bar "A" shows the mandatory job as it exists by type, bar "B" shows the additional Annual Work Plan Commitments not included in the mandatory definition. Bar "C" defines the manpower ceiling by permanent and temporary positions. Bar "D" shows the relative amount of mandatory work in the Annual Work Plan.

The work loads as graphically shown, are compared to show the following relationship:

A. Mandatory work versus manpower ceiling (A,C).

The mandatory work for fiscal year 1968 requires 4687 man months versus 3989 months available under the present table of organization which shows a defict of 698 man months or 70 positions, if all manpower were to be used against mandatory work.

As most of the mandatory jobs requires technical expertise, the actual deficit is in permanent manpower indicating a total deficit of 1272 man months or 120 positions.

B. Total work load versus manpower available (B,C).

The total work load amounts to 5364 man months against 3989 man months available. This deficit of 1475 man months or 147 positions is mostly permanent manpower. The small deficit in temporary man months could be adjusted if funds were available.

C. Mandatory work, as it exists, versus mandatory work accomplishments in FY-68, (A,D).

The total mandatory work, 4687 man months, against the mandatory work programmed for accomplishment in FY-68 shows a deficit of 1375 man months or 137 positions. Only a minor amount of this deficit would require temporary man months.

D. The degree of mandatory and non-mandatory work in the FY-68 Annual Work Plan (D).

Of 3989 man months available in the FY-68 Annual Work Plan, 3312 are devoted to mandatory work and 677 are to be used against non-mandatory work. The mandatory work amounts to eighty-three percent (83%) of the total.

Only seventeen percent of the manpower available remains for such jobs as recreation inventory and construction, watershed protection projects, general planning, road design and construction and wildlife improvement projects.

A brief analysis of the state mandatory situation is divided into the five mandatory groups:

1. Public Demand Services and Operations.

The deficit of 43 man years in this category will result in a land case backlog. The most marked deficiencies occur in the area of unauthorized use, public sales, exchanges, withdrawals, selections, R & PP's and agriculture entry. Lack of capability in support items such as cadastral mapping, survey records, protraction and PL 167 will further delay processing high priority cases.

2. Bureau Motion Services and Operations.

The deficit of 66 man years is the result of long term directives establishing goals in conflict with short-term directives and limited funding ability. Added to this problem are uncoordinated directives on jobs that have interrelated inputs. One job may appear in several program functions yet the directive and funding will deal singly with the primary function. An example is Timber Sales which is sometimes dependent upon Cadastral Surveys and Multiple Use access. In other cases the allotted manpower is not sufficient to show the directed rate of progress as in Unit Resource Analysis. The ability to accomplish directives is also limited by capabilities of other service agencies. Forest Trespass for example is dependent upon the schedule of the U. S. Attorney's Office. At present they have a backlog of

24 cases requiring action. The major deficits in this category are shown in URA's, Woodland Inventory, Timber Sale jobs and Cadastral Support.

3. Emergency Protection Services.

The eight man year deficit in this category of eleven jobs relates directly to the degree of fire protection and the capability for instant response.

4. Maintenance of Capital Investments.

Maintenance of capital improvements is limited to one-half of the existing work load. Projects lacking the required level of maintenance are soil and watershed projects, recreation facilities and roads.

5. General Support.

The highest rate of accomplishment shows in this category, which includes administrative overhead, program planning and safety. The standard table of organization provides the necessary administrative framework to accomplish the mandatory work. Minor deficits exist in Safety and Program Planning.

6. Non-Mandatory Requirements.

In FY-68 there are 61 jobs classified as non-mandatory that require action based primarily on Annual Work Plan Advice. They constitute seventeen percent (17%) of the present work load and include critical resource actions such as road construction, recreation construction, inventories, resource projects, training and other Bureau Motion activities.

The work load analysis of total mandatory work against manpower available shows that even with maximum emphasis a backlog exists and is growing. The major deficits show in Bureau Motion Services and Operations, Emergency Protection and Maintenance of Capital Investments. These categories are critical to developing and protecting the resource.

The low priority on non-mandatory work indicates a limited ability to promote projects in soil and watershed, recreation and roads and trails.

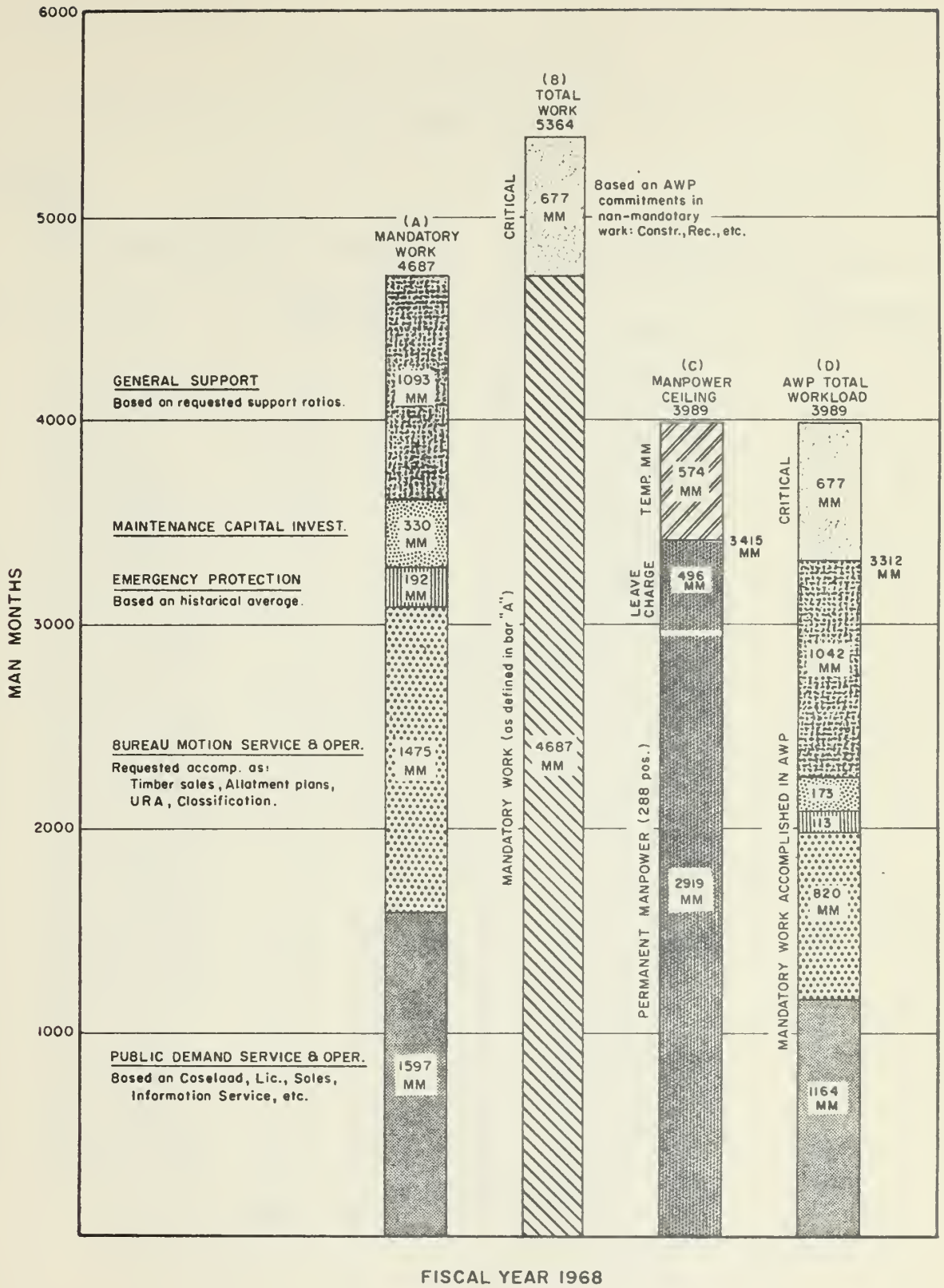
This analysis shows that the state is operating strictly on demand service items, protection requirements, and on directives from the national level. The State Director has no slack in personnel capability to provide program direction to solve state problems. The situation in each state is different, therefore, it would seem that

each State Director should have the necessary flexibility to develop a proper image and to solve problems peculiar to his state.

To a lesser extent, each District Manager needs discretionary authority to handle matters unique to his area.

A major problem with national directives is the failure to recognize work load variations by region. As examples, Access and Occupancy goals may be possible in the other ten western states, but are of such magnitude in California that these goals are unattainable under present manpower ceilings.

Regional problems are paramount in California because of population pressures. For instance, the Bakersfield District has a total population comparable to the summation of the other ten western states. As the public becomes more cognizant of the Bureau of Land Management, service demands and pressures for resource development will magnify the need for program flexibility.



CALIFORNIA MANAGEMENT STUDY

WORK DIRECTIVES VS. MANPOWER

CALIFORNIA MANAGEMENT STUDY

JOB LISTING BY TYPE

A. Mandatory

1. Public Demand Service & Operation

Job No.	Job Title	Man Months Req.	Man Months Avail.
11	Record Service	30	19
12	Info Service	88	70
13	Status	76	76
14	Agr Engry	38	25
15	Occupancy	263	98
16	Public Sale	80	57
17	Exchanges	90	71
18	Selections	45	20
19	Rec & Pub Purp	51	39
20	Scrip	6	5
21	Right of Way	115	109
22	Spec Land Use	15	15
23	Mineral Entry	105	105
24	O&G Leasing	95	95
25	Oth Min Lease	6	4
26	Material Sales	21	21
27	Withdrawals	60	54
28	Oth Min Confl	21	21
30	PL 167 & Other	33	3
31	Comp Checks	8	7
39	Adver Trespass	2	2
55	Rge Trespass	2	2
56	Rge Use Adjust	31	31
58	Rge Use Author	48	48
59	Rge Hear & App	1	1
73	For Trespass	131	61
90	S&W Surveys	11	11
132	Survey Records	11	11
140	Protraction	50	31
159	Pub Sur Rev	3	3
160	Cadastral Map	46	34
168	Oth Land Cases	15	15
	Sub-total	1597	1164

2. Bureau Motion Services & Operations

Job No.	Job Title	Man Months Req.	Man Months Avail
10	Job Corps	3	3
33	Unit Res Analy	202	120
41	Pri Rge Stud	8	8
42	Class Type I	68	68
45	Class Type II	32	32
46	Forage Inv	30	19
49	Class Type III	12	0
50	Access-Easmnt	48	33
51	Allotment Eval	7	7
52	Allot Mgt Plan	37	21
53	Mgt Plan Super	1	1
62	Habitat Study	12	2
63	For Inv Commer	15	15
67	Precr & Layout	75	57
68	Timber Cruise	83	69
69	For Inv Woodld	42	0
70	Tim Appraisal	34	27
71	Timber Sale	55	41
78	Post Treat Sur	5	4
83	Timber Seeding	1	1
84	Timber Plant	32	14
127	Impact Studies	22	22
130	River Basin Pl	48	38
131	Pilot Dist	5	5
135	Resurvey Open	3	3
139	Resurvey Close	480	135
141	Remonument	48	27
144	Hab Mitigation	5	5
147	Tim Rd Survey	28	21
148	Tim Rd Design	7	5
157	Hab Inv Gb	6	3
167	Hab Inv Chap	8	1
181	URA Time Study	13	13
	Sub-total	1475	820

3. Emergency Protection Services

Job No.	Job Title	Man Months Req.	Avail.
9	Fire Reg Time	9	8
75	For Pest Cont	13	2
114	Fire Trespass	16	1
117	Fire Plans	41	41
118	Fire Training	12	12
119	Temp Facility	40	19
120	Detection	34	12
123	Communications	14	14
124	Fire Cont Supv	10	3
125	State Fire Prot	2	1
177	Oth Agy Prot	1	0
	Sub-total	192	113

4. Maintenance of Capital Investment

Job No.	Job Title	Man Months Req.	Avail.
86	Earth St Mtce	30	37
87	Ld Treat Mtce	8	3
88	Fence Mtce	18	5
89	Water Pro Mtce	36	10
163	Fire Break Mtce	1	1
182	Equip Mtce	20	20
211	Bldg Mtce Sur	28	28
212	Bldg Mtce FA	2	2
214	Rec Oper FA	44	25
215	Rec Oper Contr	17	3
216	Rec Mtce FA	8	3
217	Rec Mtce Contr	6	6
219	Road Mtce FA	74	18
220	Road Mtce Cont	38	12
	Sub-total	330	173

5. General Support

Job No.	Job Title	Man Months Req.	Avail.
1	Manager-Staff	186	186
2	Admin Support	394	394
3	Prog Planning	132	88
4	Safety Prog	18	11
164	Clerical Tech	363	363
	Sub-total	1093	1042

6. Non-Mandatory Requirements

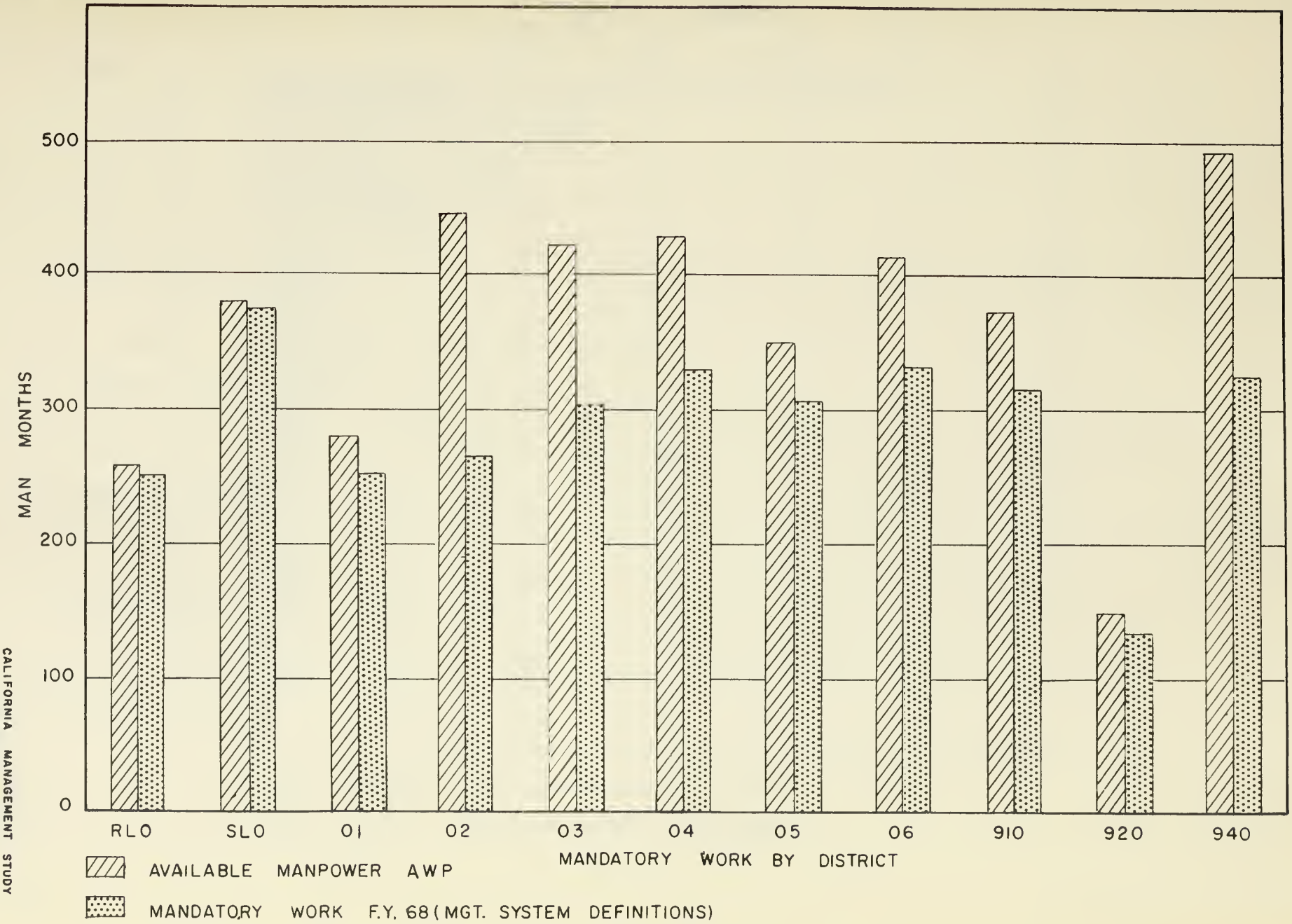
Job No.	Job Title	Man Months Req.	Avail.
5	Training Admin	22	
29	Pub & Coop Rel	65	
32	Lan Ten Analy	19	
34	Min Res Inv	16	
35	Class Type IV	12	
36	Inventory, Rec	7	
37	Planning, Rec	30	
38	Protec, Rec	4	
40	Coop Research	4	
44	Supp Rge Study	2	
54	Range Inspect	12	
57	User-Ag Meets	9	
60	F&W Planning	11	
61	F&W Prog Coord	8	
64	For Mgmt Plan	54	
72	Oth For Prod	4	
74	Free Use Permit	1	
76	For Rehab Plan	4	
77	Pretreat Sur	5	
79	Stand Imp Plan	3	
80	Stand Imp Sur	3	
82	Other Site Imp	7	
85	Stand Imp Cont	7	
90	S&W Surveys	13	
91	S&W Plans	50	
92	Fence Cont Ch	5	
93	Brush Control	2	
94	Fence Cont Gb	9	
95	Seeding Gb	1	
96	Seeding Chap	15	
97	Seeding Ridge	4	
99	Reservoirs	9	
100	Spring Dev	11	
101	Wells	4	
102	Oth Water Dev	2	
106	Oth Water Prac	2	
107	Cattle Guards	1	
109	Sec 4 Permits	2	
110	Sec 15 Permits	6	
113	Fire Education	4	
128	Unit Analy Rev	6	
129	Initial Analy	6	
133	Microfilming	1	
162	Gen Cartog	2	
169	Fences for Acc	10	
170	Water Catch	1	
172	Training-Tech	51	

6. Non-Mandatory Requirements (Cont'd)

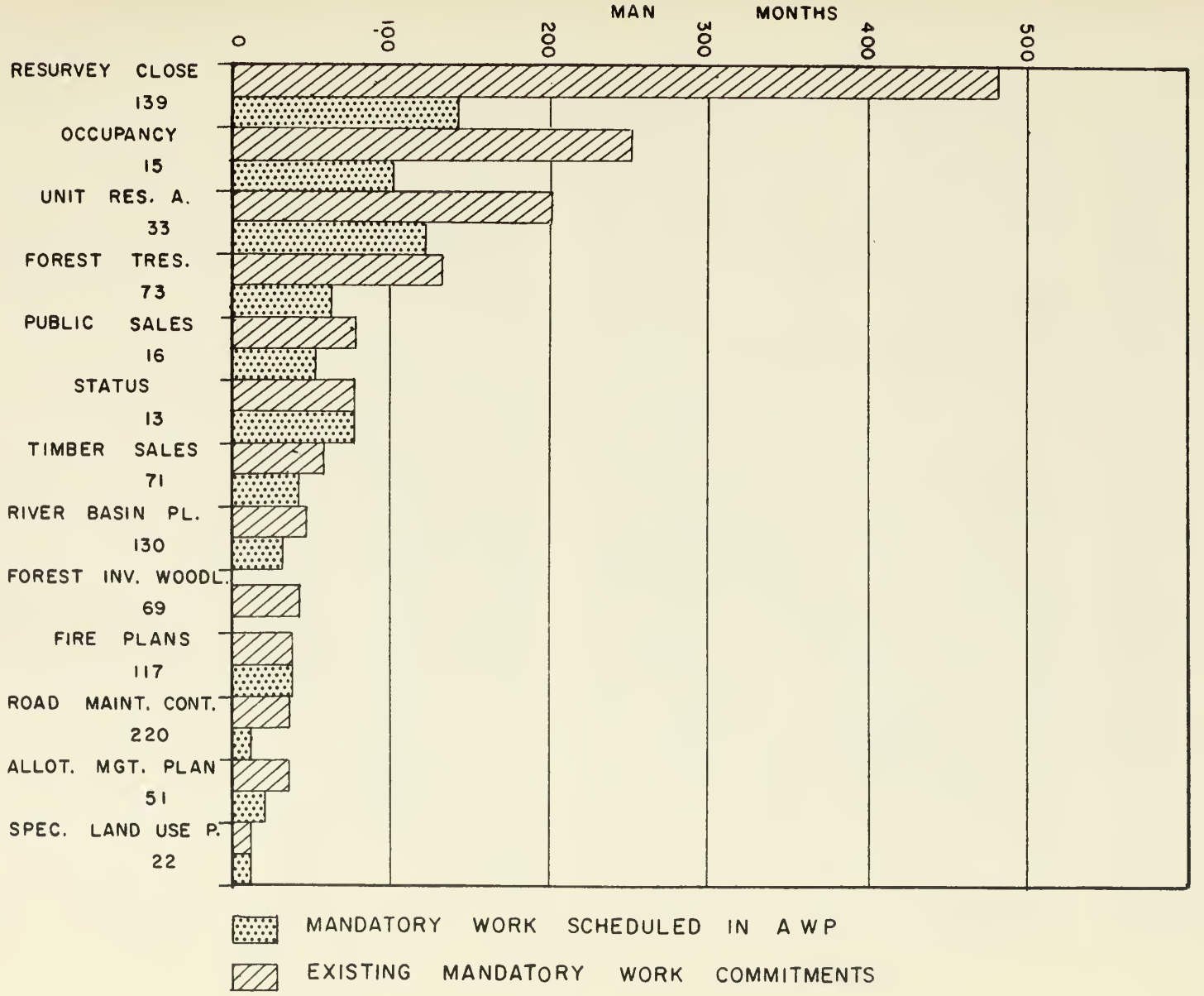
Job No.	Job Title	Man Months Req.	Avail.
174	Pond Dev.	1	
180	Repro Gen	15	
201	Bldg Survey	1	
206	Rec Dev Survey	12	
207	Rec Dev Design	20	
208	Rec Dev Review	1	
209	Rec Dev Contr	8	
210	Rec Dev Layout	4	
218	Clean Up	1	
301	Road Survey	36	
302	Road Design	32	
303	Road Review	5	
304	Road Contract	9	
305	Road Staking	6	
	Sub-total	677	
	GRAND TOTAL	5364	3312

CALIFORNIA MANAGEMENT STUDY

MANDATORY WORK
PROJECTED VERSUS
TOTAL WORK



CALIFORNIA MANAGEMENT STUDY
MANDATORY WORK
DISTRICTS



CALIFORNIA MANAGEMENT STUDY
MANDATORY WORK
JOB F.Y. 1968

CALIFORNIA MANAGEMENT STUDY

PERSONNEL PROJECTIONS

Included in this section is a Table of Organization for FY 1974, along with several charts, graphs, and tables showing comparisons between present staffs and those predicted for 1974.

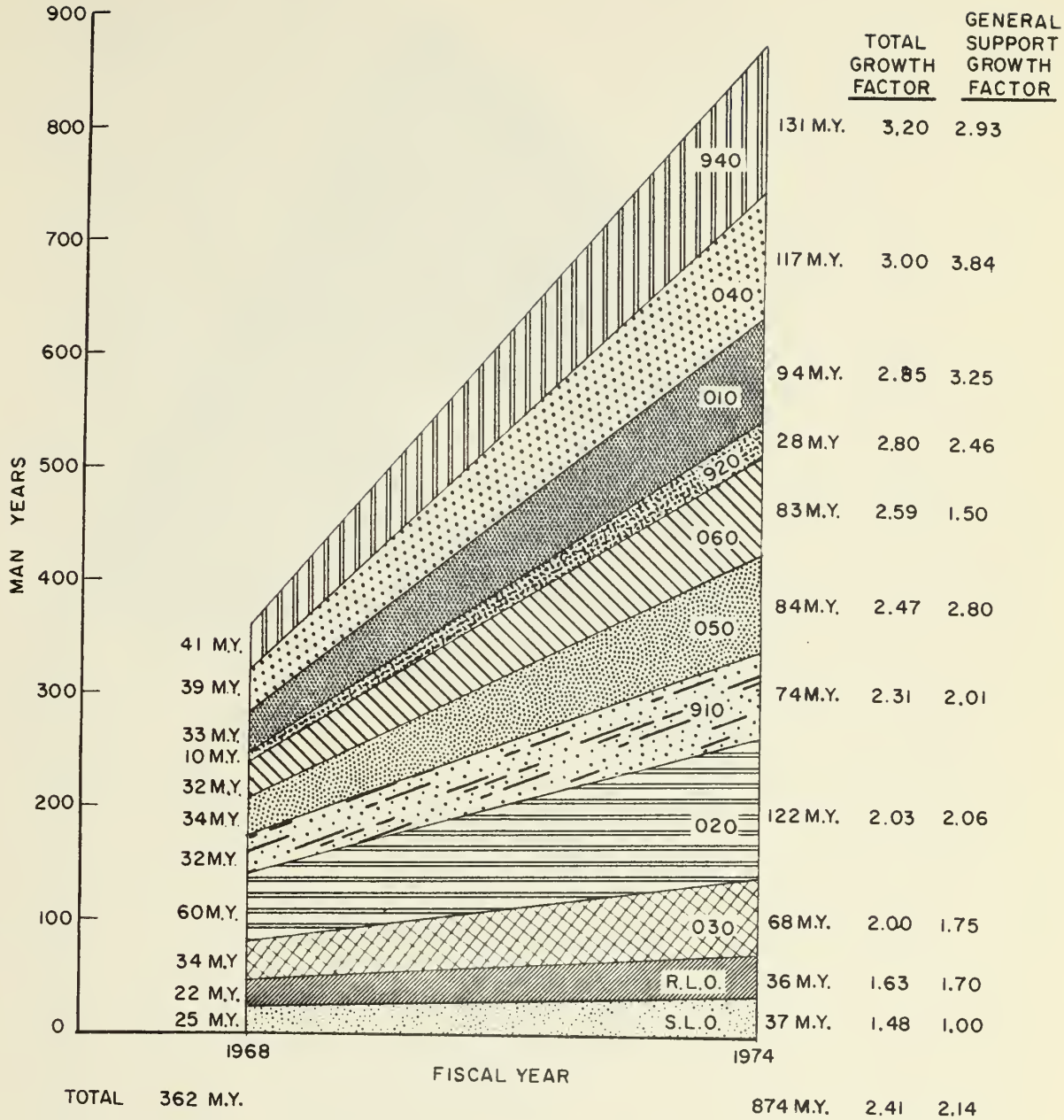
The Tables of Organization for the various divisions within the State Office and for the Susanville and Redding District Offices were developed after much consideration by the State Office staff. They were revised from the original submissions by Division Chiefs and District Managers in order to obtain some uniformity in grade and organization structure. As a result of the revision there will be some variation from the statistics developed in other charts and graphs. The variations are of minor significance.

The Tables of Organization from districts other than Susanville and Redding are presented just as submitted by the District.

With the exception of the graph labeled Personnel Projections, Growth Factor, all projections are based on permanent personnel plus the WAE career-conditional employees and temporary clerical help which are usually full-year appointments. The Growth Factor chart was developed from Tables of Organization to show the total man years including all permanent and temporary personnel.

One deviation from the Tables of Organization as submitted and the actual programs involves Wildlife Biologists in the Susanville and Ukiah Districts. Susanville shows a need for four Wildlife Specialists, one in the Resource Management Division and one each in the three Resource Areas, but has only programmed a total of 21 man months in FY 1974. Ukiah shows two Wildlife Specialists and programmed only 11 man months.

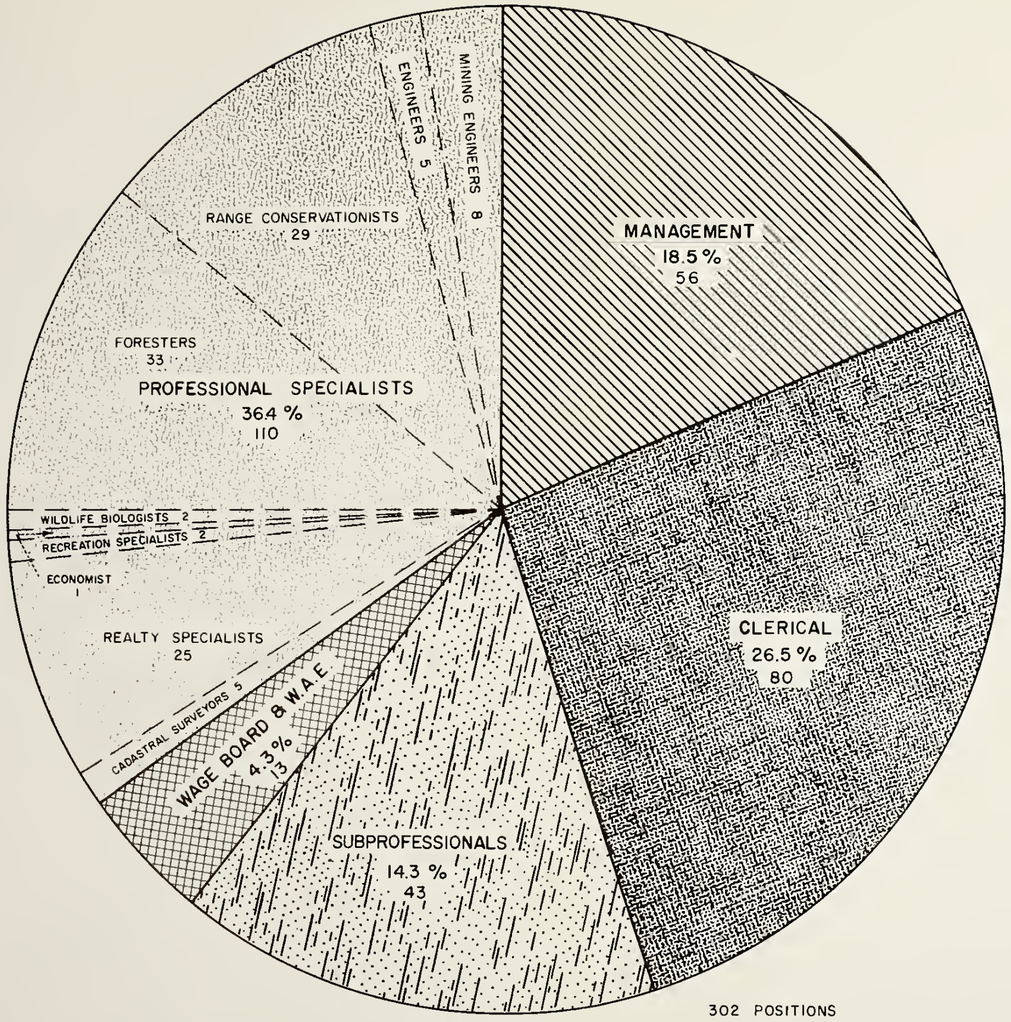
Other deviations or omissions have been covered in the specific program narratives.



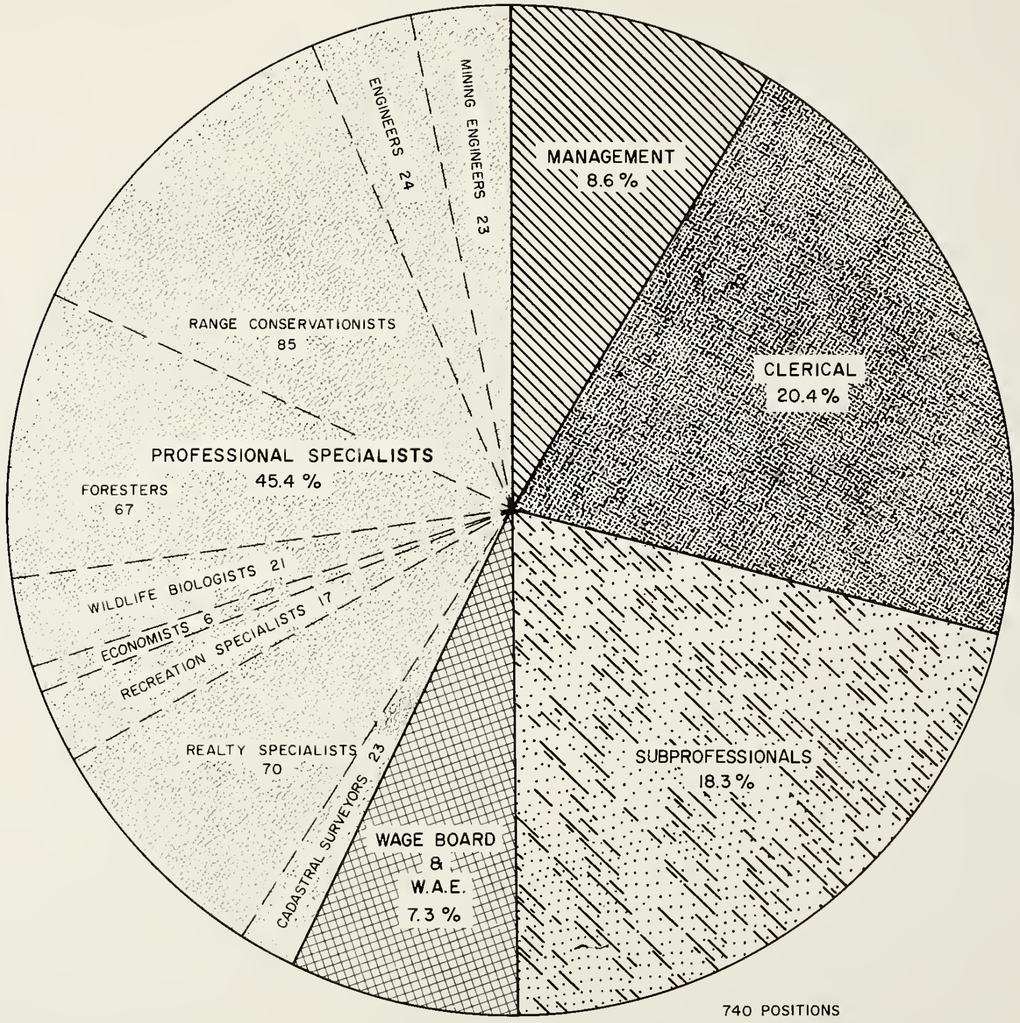
CALIFORNIA MANAGEMENT STUDY

GROWTH FACTOR

PERSONNEL PROJECTION



FISCAL YEAR 1968



FISCAL YEAR 1974

CALIFORNIA MANAGEMENT STUOY
PERSONNEL PROJECTIONS

PERSONNEL PROJECTIONS

	BAKERSFIELD				SUSANVILLE				REDDING				FOLSOM				UKIAH				RIVERSIDE			
	1968		1974		1968		1974		1968		1974		1968		1974		1968		1974		1968		1974	
	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%
MANAGEMENT	7	29	7	9	7	22	8	10	7	24	8	13	7	21	9	9	7	25	7	10	8	28	9	11
PROFESSIONAL	10	40	43	52	12	37	36	47	16	55	28	47	19	56	70	61	13	46	40	54	15	52	44	53
TECHNICIAN	2	8	19	23	7	22	23	30	1	3	14	23	1	2	13	11	3	11	15	21	0		22	26
CLERICAL	6	23	13	16	6	19	10	13	5	18	10	17	7	21	22	19	5	18	12	15	6	20	8	10
TOTAL:	25	100	82	100	32	100	77	100	29	100	60	100	34	100	114	100	28	100	74	100	29	100	83	100

	RIVERSIDE LAND OFFICE				SACRAMENTO LAND OFFICE				CALIFORNIA STATE OFFICE			
	1968		1974		1968		1974		1968		1974	
	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%	Positions	%
MANAGEMENT	1	5	2	6	1	4	1	3	11	13	13	7
PROFESSIONAL									20	30	52	29
TECHNICIAN	6	27	16	44	11	46	20	56	30	33	70	34
CLERICAL	15	68	18	50	12	50	15	41	18	24	43	20
TOTAL:	22	100	36	100	24	100	36	100	79	100	178	100

TOTAL			
1968		1974	
Positions	%	Positions	%
56	19	64	9
105	35	313	43
61	20	212	28
80	26	151	20
302	100	740	100

CALIFORNIA MANAGEMENT STUDY
PERSONNEL PROJECTION
SKILLS COMPARISON

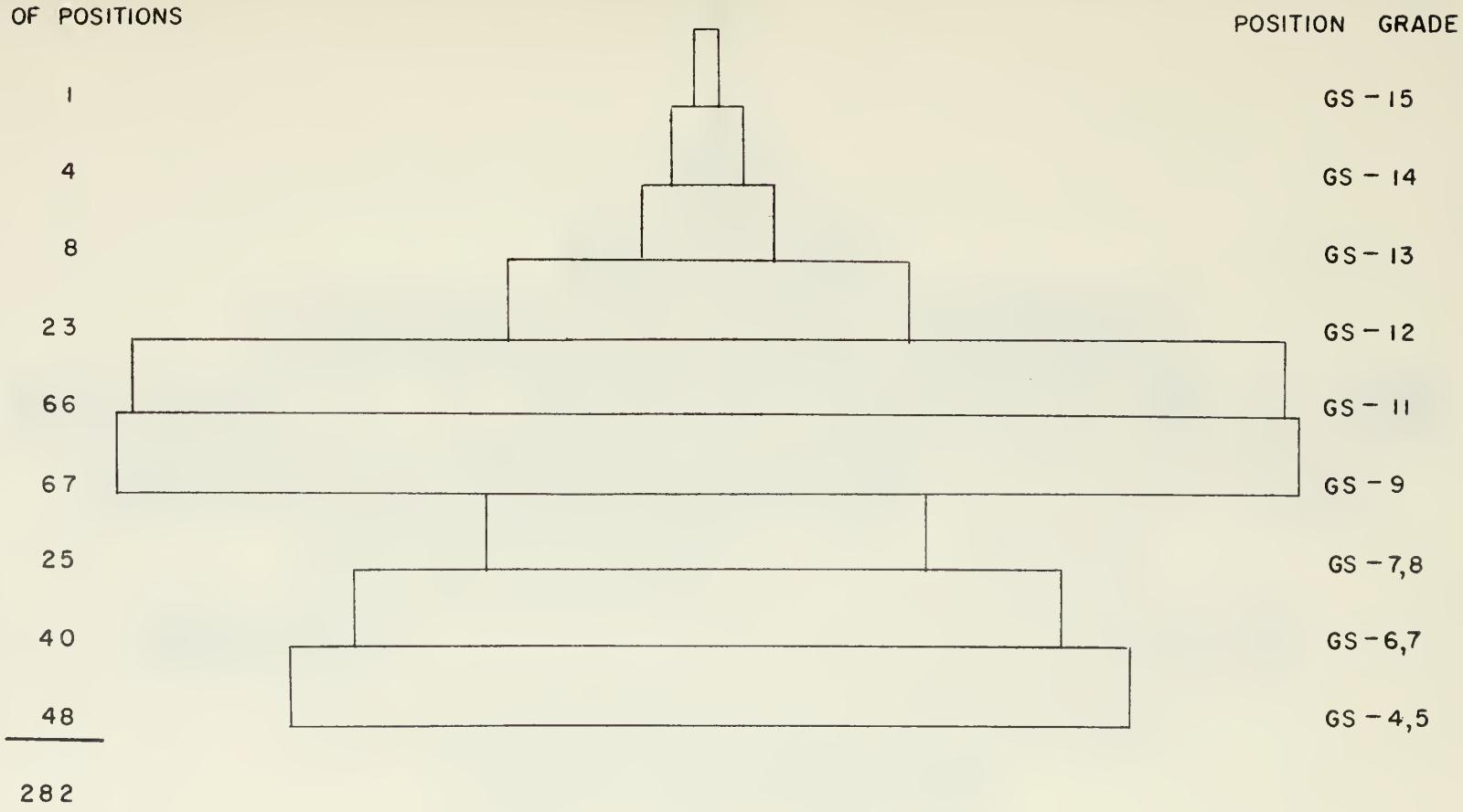
PROFESSIONAL PERSONNEL
(Projections by Office and Occupational Specialty)

OCCUPATIONAL SPECIALTY	010		020		030		040		050		060		(State Office) 910/920/940		TOTAL	
	1968	1974	1968	1974	1968	1974	1968	1974	1968	1974	1968	1974	1968	1974	1968	1974
MINING ENGINEER	1	2	0	0	1	4	1	4	0	1	2	5	3	7	8	23
ENGINEERS (CIVIL/AGR.)	0	3	0	1	1	1	1	7	0	2	0	4	3	6	5	24
WILDLIFE BIOLOGIST	0	5	0	5	1	1	0	5	0	2	0	2	1	2	2	22
RANGE CONSERVATIONIST	6	22	7	16	1	4	6	26	1	3	6	10	2	4	29	85
FORESTER	1	2	4	9	8	11	7	14	7	22	0	0	6	9	33	67
*RECREATION SPECIALIST	0	1	0	1	0	1	0	1	0	2	1	2	2	8	3	16
**REALTY SPECIALIST	3	8	1	4	4	6	4	13	5	8	6	21	2	10	25	70
ECONOMISTS													1	6	1	6
CADASTRAL SURVEYOR													5	23	5	23
TOTAL:	11	43	12	36	16	28	19	70	13	40	15	44	25	75	111	336

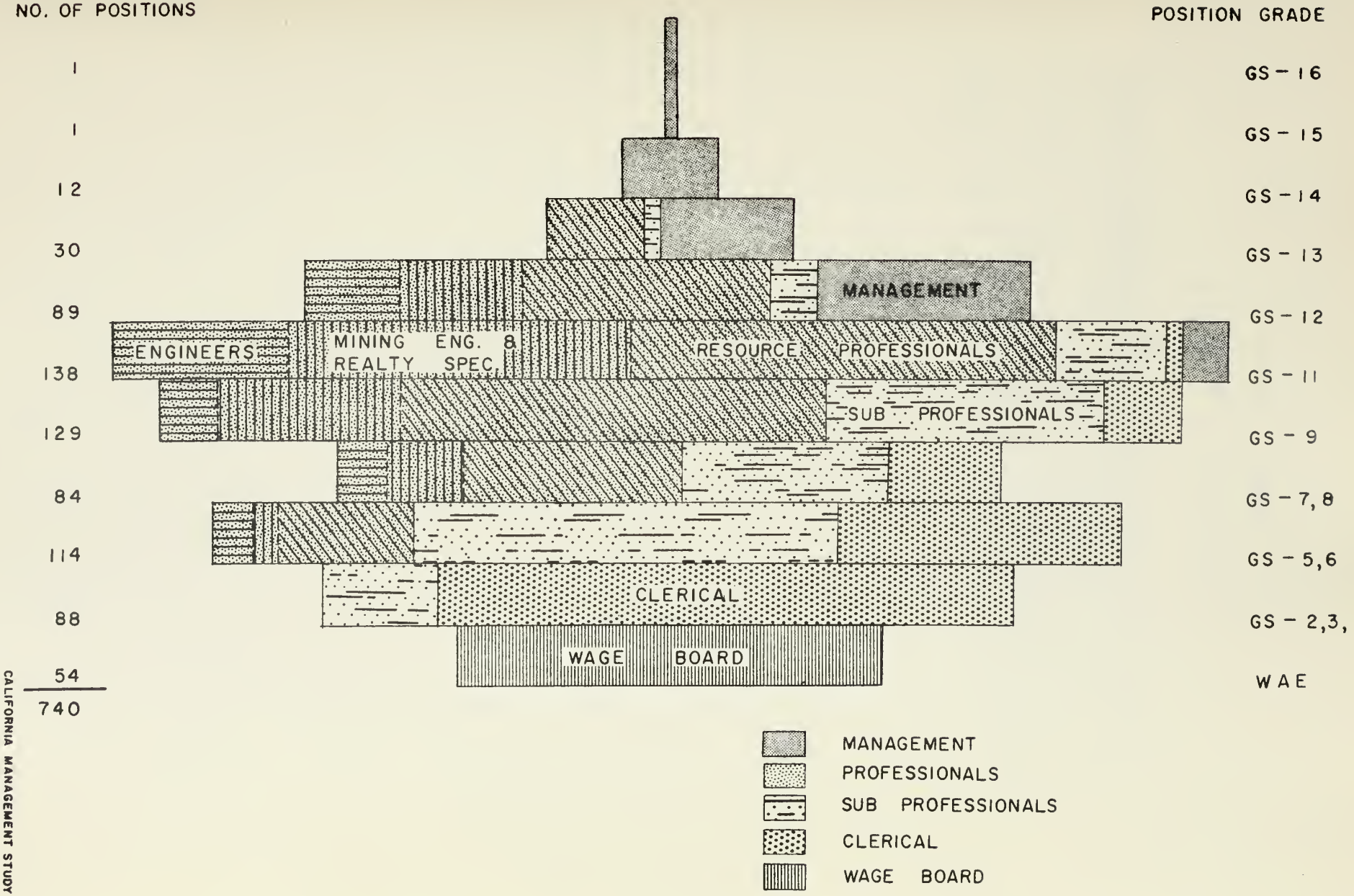
* Includes Landscape Architects

** Includes Realty Assistant

CALIFORNIA MANAGEMENT STUDY
PERSONNEL
PERSONNEL PROJECTIONS



CALIFORNIA MANAGEMENT STUDY
PERSONNEL PROJECTION
POSITION BY GRADE FOR
F.Y. 1968



CALIFORNIA MANAGEMENT STUDY
PERSONNEL PROJECTION
TYPE OF POSITION FOR F.Y.'74

CALIFORNIA MANAGEMENT STUDY

CONTINUING STUDY REQUIREMENTS

Time and Progress Reporting - Effective July 1, 1967, all BLM personnel in California were required to code their time on the basis of Activity - Work Code and Job. Since the Management Study departs from the present time coding system, a set of definitions had to be written for instructional purposes to all personnel. Quarterly printouts of the summarized time data will be utilized ultimately to make comparisons against work progress reports. Sample copies of the printouts and instructions are attached.

IN REPLY REFER TO:
1263.1
(C.01c)

UNITED STATES
DEPARTMENT OF THE INTERIOR

BUREAU OF LAND MANAGEMENT
STATE OFFICE
4017 Federal Building - U. S. Courthouse
650 Capitol Mall
Sacramento, California
95814

June 29, 1967

Instruction Memo No. C-67-21
Expires: 12/31/67

To: All District Managers

From: State Director, California

Subject: California Management Study

The California Management Study will necessitate dual time and progress reporting for the State beginning July 1, 1967 and continuing throughout FY 68.

Progress reporting forms and instructions are currently being developed and will be forwarded at the earliest possible date.

Dual time reporting will be required for all California employees. The regular Bureau Time and Attendance Report, Form DI 502 E, will continue as the official T & A document and will be filled out according to existing Bureau instructions. The enclosed Supplemental Time and Attendance Form with a column for Job Numbers will be used to provide input data for the management study. The Supplemental T & A Report on this form must accompany the official T & A document as it is forwarded to the DSC each pay period.

To assist in completing the time forms, reference is made to the enclosed Activity Distribution Sheet, Work Category Codes, and Job Category Definitions. You will note that under the basic concept of the management study, time coding is oriented towards types of work rather than appropriations or funding. For this reason, training sessions will have to be held with all employees to point out the development of new job designations along with where they fit into the current system. Reliance will have to be placed heavily on the job definitions for deciding when to code to the new work categories. On the Supplemental Time Reports, care must be taken to insure that the name, S.S. number, pay period number, and total hours agree with the official T & A document. All leave and holidays, regardless of type, will be coded to 0999 in the activity column. Fire overtime will not be coded. Fire fighting, regular time, for temporary personnel will be coded in the study to 1290-130-9, the same as for permanent personnel.

Please observe that the Supplemental Time Report actually constitutes only a pay period summary, therefore it will be left to the discretion of the various offices to develop whatever work sheets they might need that will best suit that office to provide for hourly and daily coding. If a uniform work sheet Statewide is deemed necessary, suggestions from the district and land offices will be considered at the District Manager's meeting, July 12-14.

Despite the detail to which the management study has outlined work production, doubtless some jobs will be identified which are not now included in the listings. If these tasks appear significent, please submit your recommendations to the State Staff and Study Team for consideration toward possible inclusion in the study.

A change has been made concerning the 1700 subactivity controlled positions in the State Office. Program Work Element 170, Technical Activities with Job Nos. 37, 52, 60, 64, 117, 50, 73, and 130 are deleted. In lieu of this coding, State Office 1700 personnel will code all time to actual functional designation when engaged in work which can be identified with a technical activity other than overhead or supervision. Conversely, State Office personnel presently funded from activity appropriations, such as Section and Branch Chiefs, should code to 1700 PWE 110-160 when performing supervisory and staff functions.

The State Director recognizes that the management study has and will continue to impose increased workload on all State employees. However, if the hoped-for benefits are ever to be derived, it is essential that time coding be realistic and correct to insure valid analysis and use of data gathered from this effort. For this reason, the District Managers and State Office Division Chiefs or their designees will be responsible for reviewing time reports for accuracy and integrity in the first few weeks of the study. On occasions, it may be necessary for employees to code to two different activities for the same period of time, (e.g., overhead and supervision time, 1290-112-1, vs. activity coding 1220,1210 or 1240 for an Area Manager). Employees should understand that the required coding departures do not represent loss of integrity in our existing Cost Accounting System, but rather is a refinement of work identification which does not not exist. Hopefully, all employees will approach this effort with proper spirit and interpretation of its objectives and purposes.

E. J. Petersen
Acting

Enclosures

Distribution
Each Division Chief
PSC
DSC

TIME AND ATTENDANCE REPORT

California Management Study

State _____ Name _____

Office _____ Social Security No. _____

Pay Period _____ Position Code _____

Pay Period
Ending Date _____

Activity	Work Code	Job Number	Hours							/							Total
			S	M	T	W	T	F	S	/	S	M	T	W	T	F	S	
TOTAL																		

The California Management Study requires each employee to code his work to job numbers on this Supplemental Time and Attendance Report. Total hours should agree with the primary Time and Attendance Report Form DI 502E (Oct. 66 Rev.) Should any questions arise please contact your supervisor.

6/21/67

CALIFORNIA MANAGEMENT STUDY
Time Report 11/22/67
Activity by Office

ST OFC	ACT#	WC	JOB#	HRS
04 030				3
				3
04 030	0900			2436
				2436
04 030	1210	410		3
				3
04 030	1240	410		2
04 030	1240	500		16
				18
04 030	1250	312		19
				19
04 030	1290	110		70
				70
04 030	1510	210		16
04 030	1510	330		105
				121
				2670
04 030	1290	110	001	400
04 030	1290	111	001	16
04 030	1290	112	001	19
				435
				435
04 030	1290	120	002	1263
				1263
				1263
04 030	1210	150	003	23
				23
04 030	1290	150	003	487
				487
04 030	2120	150	003	16
				16
04 030	2220	150	003	8
				8
				534
04 030	1290	160	004	21
				21
				21
04 030	1290	160	005	39
				39
				39

ST	OFC	ACT#	WC	HRS
04	020			135
				135
04	020	0999		2618
				2618
04	020	1210	160	20
04	020	1210	200	197
04	020	1210	310	873
04	020	1210	319	16
04	020	1210	341	2
04	020	1210	420	4
04	020	1210	430	105
04	020	1210	520	24
				1241
04	020	1220	120	180
04	020	1220	160	391
04	020	1220	210	288
04	020	1220	220	76
04	020	1220	230	107
04	020	1220	240	90
04	020	1220	320	233
04	020	1220	410	1487
04	020	1220	420	442
04	020	1220	430	26
04	020	1220	810	30
04	020	1220	820	31
04	020	1220	830	9
				3390
04	020	1240	120	14
04	020	1240	200	24
04	020	1240	300	32
04	020	1240	410	12
04	020	1240	411	237
04	020	1240	412	4
04	020	1240	413	1010
04	020	1240	414	165
04	020	1240	420	12
04	020	1240	620	2
04	020	1240	800	4
				1516
04	020	1250	210	12
04	020	1250	220	120
04	020	1250	230	83
04	020	1250	240	24
04	020	1250	312	4
04	020	1250	321	70
04	020	1250	330	357
				670
04	020	1260	200	740

CALIFORNIA MANAGEMENT STUDY

General Instructions-Progress Reports

General:

Progress reports will be prepared on preprinted forms in accordance with the following general criteria and those specific instructions contained in the attached "Criteria for Reporting Units, Appendix".

With data beginning on January 1, 1968, reporting periods will be monthly. The first report will be due on February 7 and within five (5) working days after the end of each month thereafter through the remainder of Fiscal Year 1968. The reports shall be submitted in triplicate (original and 2 machine copies) by each Land Office, District Office and the Division of Engineering, State Office,with the following distribution:

1. Chief, Division of Data Processing, DSC
2. State Director, California, Attention: Jesse Lowe
3. Office file

Preparation of Progress Report Form:

Entries to the preprinted form will be made as follows:

1. Enter the month covered by the reporting period.

2. Enter the code numbers of the reporting office (Columns, 9, 10 and 11).

3. Enter the total units accomplished during the reporting period (Columns 23 through 28). Do not enter an accumulative total since the start of the year. Where errors have occurred in a previous reporting period, they should be netted against accomplishments of the current period. Do not enter zeros to show no accomplishment; leave the space blank.

Definitions and Criteria:

The following are general definitions and ground rules applicable to more than one Job Number:

1. Job Numbers 14 through 21 (Title Lease and Records Service - Subactivity 1110).

   For all land petitions and applications, the number of cases reported are cases on which final action has been taken by the

Land Office during the reporting period. Final action must be through an adjudicative decision issued by the Land Office or Classification Officer and for which all appeal opportunities have expired. The total number of cases closed under PWE 310 must reconcile with the total number of cases closed as shown on the monthly casework reports.

Contests and hearings cases are considered closed and reportable only after a decision is rendered and opportunities for appeal have expired.

2. Job Numbers 14 through 22 (Land Classification and Minerals Examination - Subactivity 1210).

For cases which are subject to the provisions of 43 CFR 2411, cases are counted only after the initial decision has been issued and the 30-day protest period expired or, in the event of protests, when jurisdiction is transferred to the State Director. Other land-type cases are closed upon completion of the field report and its submission to the Land Office for further action.

Contest and hearings cases are closed on the District Office records upon completion of reports and participation in any contest or other hearings.

3. Job Numbers 76 through 80 (Forest Development-Subactivity 1250).

Units of accomplishment for plans and surveys are reportable complete after field examination is completed, data analyzed, and recommendations approved by the District Manager.

4. Job Numbers 81 through 85 (Forest Development-Subactivity 1250).

Projects (snag felling, planting, seeding, stand improvements) are reportable only after on-the-ground work accomplished.

5. Job Numbers 93 through 105 (Soil and Watershed Conservation-Subactivity 1260).

Soil and watershed conservation projects are reportable upon approval of Project Completion Report, Form 7220-5.

6. Specific Definitions and Instructions.

See Appendix

UNITED STATES
DEPARTMENT OF THE INTERIOR
Bureau of Land Management

PROGRESS REPORT

CALIFORNIA MANAGEMENT STUDY

Fiscal Year	State	Office	Type
6 8	0 4		6 1
4 5 6	7 8	9 10 11	12 13

Reporting Period

Month _____

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
1 1	Record Services - Land Office	A A	Number	1 1 1 0	2 0 0	
	District Office	A A		1 2 1 0		
	Cartographic Services - Land Office	A B	Maps	1 8 0 0		
1 2	Information Service - Land Office	A A	Number	1 1 1 0	2 0 0	
	Telephone Inquiries Answered	B A				
	Written " "	C A				
	Counter " "	D A				
	Information Service - District Office	A A		1 2 1 0		
	Telephone Inquiries Answered	B A				
	Written " "	C A				
	Counter " "	D A				
1 3	Status - Land Office			1 1 1 0	2 0 0	
	Notations - Bureau	A A	Number			
	Tract Book (Historical Index)	B A				
	Plat (Use Plat & Master Title Plat)	C A				
	Serial Register	D A				
	Township Master Status	E A				
	Notations - Other Federal Agency	F A				
	Tract Book (Historical Index)	G A				
	Plat (Use Plat & Master Title Plat)	H A				
	Serial Register	I A				
	Township Master Status	J A				
	Title Abstraction	K C	Acres			
	Bureau	L C				
	Other Federal Agency	M C				
	State & Local	N C				
	Private	P C				
	Document Examination	Q A	Number			
	CDI	R A				
	Other (W/D, Rest., PLO's)	S A				
	Status - District Office			1 2 1 0		
	Notations - Bureau	A A	Number			
	Tract Book (Historical Index)	B A				
	Plat (Use Plat & Master Title Plat)	C A				
	Serial Register	D A				
	District Atlases	E A				
	Status Checks	F C	Acres			
	Bureau	G C				
	Other Federal Agency	H C				
	State & Local	I C				
	Private	J C				

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Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
1 4	Agricultural Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Contests & Hearings	A G	Cases		3 4 4	
	Land Examination, Appraisal & Class.	A G		1 2 1 0	3 1 0	
	In Progress	B G				
	"	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Contests & Hearings	A G			3 4 4	
	Trespass	A G			6 0 0	
	Abated	B A	Number			
	Ownership Verif. - Trespass (C.T.)	A G	Cases	1 4 0 0	3 4 0	
1 5	Occupancy Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented or Leased	D C	Acres			
	Contests & Hearings	A G	Cases		3 4 4	
	Land Examination, Appraisal & Class.	A G	Cases	1 2 1 0	3 1 0	
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Mineral Examination & Investigations	A G			3 2 0	
	Contests & Hearings	A G			3 4 4	
	Trespass	A G			6 0 0	
	Abated	B A	Number			
	Cruise & Appraisal	A G	Cases	1 2 4 0	4 1 3	
	Ownership Verification Trespass (C.T.)	A G		1 4 0 0	3 4 0	
	Mining Claim Validity Determination	A G		1 9 0 0	2 1 0	
1 6	Public Sale Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Land Examination, Appraisal & Class.	A G	Cases	1 2 1 0		
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Mineral Examination & Investigations	A G			3 2 0	
	Contests & Hearings	A G			3 4 4	
	Cruise & Appraisal	A G		1 2 4 0	4 1 3	
1 7	Exchange Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented - Private	D C	Acres			
	- State	E C	Acres			
	Land Examination, Appraisals & Class.	A G	Cases	1 2 1 0		
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Mineral Examination & Investigations	A G			3 2 0	
	Contests & Hearings	A G			3 4 4	
	Cruise & Appraisal	A G		1 2 4 0	4 1 3	
	Reimbursable Exchanges - Adjudication	A G		1 9 0 0	1 1 0	

Job No.	Work Element / Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
	In Progress	B G	Cases	1 9 0 0	1 1 0	
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Min.Char.Deter.;Value of Min.Est.	A G	Cases		2 1 0	
1 8	Selection Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Clearlisted - State	D C	Acres			
	Patented - Other	E C				
	Land Examination, Appraisal & Class.	A G	Cases	1 2 1 0		
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Mineral Examination & Investigations	A G			3 2 0	
	Contest & Hearings	A G			3 4 4	
	Cruise & Appraisal	A G		1 2 4 0	4 1 3	
1 9	Recreation & Pub.Purp. Cases - Adjud.	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented - State & Local	D C	Acres			
	- Other	E C				
	Leased - State & Local	F C				
	- Other	G C				
	Land Examination, Appraisal & Class.	A G	Cases	1 2 1 0		
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
	Mineral Examination & Investigations	A G			3 2 0	
	Contest & Hearings	A G			3 4 4	
	Cruise & Appraisal	A G		1 2 4 0	4 1 3	
	Ownership Verification (C.T.)	A G		1 4 0 0	3 4 0	
2 0	Scrip Cases - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Land Examination, Appraisal & Class.	A G	Cases	1 2 1 0		
	In Progress	B G				
	Mineral Examination & Investigation	A G			3 2 0	
	Cruise & Appraisal	A G		1 2 4 0	3 1 4	
2 1	Rights-of-Way - Adjudication	A G	Cases	1 1 1 0	3 1 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Rights-of-Way Granted -State & Local:	D A	Number			
	Linear	E H	Miles			
	Site Uses	F A	Number			
	Rights-of-Way Granted - Private:	G A	Number			
	Linear	H H	Miles			
	Site Uses	I A	Number			
	Land Examination,Appraisal & Class.	A G	Cases	1 2 1 0	3 1 0	
	In Progress	B G				
	Trespass	A G			6 0 0	
	Abated	B A	Number			

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
2 1	Cruise & Appraisal	A G	Cases	1 2 4 0	4 1 3	
	R/W & Permits u/2234.2-3	A G			4 1 5	
	Ownership Verification (O.T.)	A G		1 4 0 0	2 4 0	
2 2	Land Exam.,Appraisal & Class. (SLUP)	A G	Cases	1 2 1 0	3 1 0	
2 3	Mineral Entries - Adjudication	A G	Cases	1 1 1 0	3 2 0	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Contests & Hearings	A G	Cases	1 1 1 0	3 4 4	
	Mineral Examination & Investigations	A G	Cases	1 2 1 0	3 2 0	
	Contests & Hearings	A G		1 2 1 0	3 4 4	
	Mineral Interest (Preadjudication)	A G		1 9 0 0	1 1 0	
	Mineral Examination & Investigations	A G			2 1 0	
	Contests & Hearings (Reimbursable)	A G	Cases		3 4 4	
2 4	Oil & Gas Leasing - Adjudication	A G	Cases	1 1 1 0	3 3 1	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Leases Issued	D A	Number			
	" "	E C	Acres			
	Protection Stipulation	A G	Cases	1 2 1 0		
2 5	Other Mineral Leasing - Adjudication	A G	Cases	1 1 1 0	3 3 2	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Leases Issued	D A	Number			
	" "	E C	Acres			
	Prospecting Permits Granted	F A	Number			
	" " "	G C	Acres			
	Protection Stipulations	A G	Cases	1 2 1 0		
2 6	Mat. Sales -Min. Exam.&Min.Claim Conf.	A G	Cases	1 2 1 0	3 2 0	
	Appraisal	A R	Qty.Val.Dis		3 4 1	
	Contracts Issued	B A	Number			
	Contests & Hearings	A G	Cases		3 4 4	
	Trespass	A G			6 0 0	
	Ownership Verification (O.T.)	A G		1 4 0 0	2 4 0	
2 7	Withdrawals - Adjudication	A G	Cases	1 1 1 0	3 4 2	
	In Progress	B G				
	Withdrawn or Restored	C C	Acres			
	Field Exam.,Negotiation & Hearings	A G	Cases	1 2 1 0		
	Min. Exam. & Investigations	A G			3 2 0	
2 8	Other Mining Claim Conflicts - Adjud.	A G	Cases	1 1 1 0	3 4 4	
3 0	PL 167 & Other Special Laws - Adjud.	A G	Cases	1 1 1 0	3 2 0	
	Mineral Exam. & Investigations	A G		1 2 1 0		
	Contests & Hearings	A G			3 4 4	
3 1	Compliance Checks & Exam. (L.O.)	A G	Cases	1 1 1 0	3 4 3	
	Compliance Checks & Exam. (D.O.)	A G	Cases	1 2 1 0	3 4 3	
3 2	Land Tenure Anal. - Gen Resource Inv.	A F	Ac.(1000)	1 2 1 0	4 1 0	

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
3 3	Unit Res. Anal. - Gen. Resource Inv.	A I	Plan.Unit	1 2 1 0	4 1 0	
	Mineral Resource Inventory	A I			4 2 0	
	Recreation - Planning & Analysis	A I			5 2 0	
	Livestock Forage (Steps 3 and 4)	A I		1 2 2 0	2 1 0	
	Wildlife (Steps 3 and 4)	A I			8 1 0	
	Forest Inventory (Job #65)	A I		1 2 4 0	3 0 0	
	Rehab. Plans (Steps 1&2 Por. 3,4)	A I		1 2 5 0	2 1 0	
	Surveys	A I		1 2 6 0	3 1 0	
	Gen. Planning (Steps 1&2 Por. 3,4)	A I		1 2 9 0	1 7 1	
	General Cartographic	A B	Maps	1 8 0 0	9 0 0	
3 4	Mineral Resource Inventory	A F	Ac.(1000)	1 2 1 0	4 2 0	
3 5	Classification Type IV	A F	Ac.(1000)	1 2 1 0	4 3 0	
	Cart.Serv.-Ld Class. & Min. Exam.	A B	Maps	1 8 0 0	3 0 0	
3 6	Recreation Inventory	A J	Family Un.	1 2 1 0	5 1 0	
3 7	Recreation Planning	A J	Family Un.	1 2 1 0	5 2 0	
	General Cartographic	A B	Maps	1 8 0 0	9 0 0	
3 8	Protection, Recreation	A Q	Sites	1 2 1 0	5 3 0	
3 9	Advertising Trespass	A G	Cases	1 2 1 0	6 0 0	
	Ownership Verification	A G		1 4 0 0	2 4 0	
4 0	Coop. Research-Range/Wildlife Mgmt.	A K	Projects	1 2 2 0	2 1 0	
	Forest Management	A K		1 2 4 0	6 1 0	
	Rehab.;Reforestation & Stand Improv.	A K		1 2 5 0	4 0 0	
	S&W	A K		1 2 6 0	4 0 0	
	Fire Protection	A K		1 2 7 0	3 4 0	
4 1	Primary Range Studies-Gen.-Actual Use	A F	Ac.(1000's)	1 2 2 0	2 1 0	
	Allotment Mgmt. Plans - Actual Use	A F			2 2 0	
4 2	Classification, Type I	A F	Ac.(1000's)	1 2 1 0	4 3 0	
4 4	Suppl. Range Studies-Gen. Cond.	A F	Ac.(1000's)	1 2 2 0	2 1 0	
	Allot. Mgmt. Plans - Condition	A F	Ac.(1000's)		2 2 0	
4 5	Classification, Type II	A F	Ac.(1000's)	1 2 1 0	4 3 0	
4 6	Forage Inventories - General	A F	Ac.(1000's)	1 2 2 0	2 1 0	
	Forage Invent.-Allot.Mgmt.Plan	A F			2 2 0	
4 7	Range Economics	A L	Studies	1 2 2 0	2 1 0	
4 8	Range Suitability - General	A F	Ac.(1000's)	1 2 2 0	2 1 0	
	Range Suit. - Allot.Mgmt.Plans	A F			2 2 0	
4 9	Classification, Type III	A F	Ac.(1000's)	1 2 1 0	4 3 0	
5 0	Access - Easement Acquisition					
	General Range Studies	A G	Cases	1 2 2 0	2 1 0	
	Fish & Wildlife Planning	A G			8 1 0	
	Timber Disp. or Forest Mgment	A H	Miles	1 2 4 0	4 1 1	

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
5 0	S&W	A G	Cases	1 2 6 0	3 2 0	
	PLDR&T	A G		3 1 0 0	3 0 0	
	Access - Timber Sale Road - Verify	A G		1 4 0 0	2 4 0	
5 1	Allotment Evaluation - Range Mgmt.	A S	Units	1 2 2 0	2 3 0	
5 2	Allotment Mgmt. Plans - Range Mgmt.	A F	Ac.(1000's)	1 2 2 0	2 4 0	
	Cartographic Services	A B	Maps	1 8 0 0	4 0 0	
5 3	Mgmt. Plans Supervision - Range Mgmt.	A M	Plans	1 2 2 0	3 1 0	
5 4	Range Inspections	A T	Each	1 2 2 0	3 2 0	
5 5	Trespass, Range	A G	Cases	1 2 2 0	3 3 0	
	Ownership Verification (C.T.)	A G		1 4 0 0	3 4 0	
5 6	Use Adjustments - Range	A G	Cases	1 2 2 0	4 1 0	
5 9	Hearings & Appeals - Range Sec. 3	A G	Cases	1 2 2 0	4 3 0	
6 2	Wildlife Habitat-Studies - Range Mgmt.	A L	Studies	1 2 2 0	8 3 0	
	Wildlife Hab. Studies -Forest Mgmt.	A L	Studies	1 2 4 0	8 0 0	
6 4	Cart. Services - For. Mgmt. Plans	A B	Maps	1 8 0 0	5 0 0	
6 7	Timber - Precruise and Layout	A H	Miles	1 2 4 0	4 1 2	
	Ownership Verification (O.T.)	A G	Cases	1 4 0 0	2 4 0	
6 8	Timber - Cruise	A N	MBF	1 2 4 0	4 1 3	
6 9	Forestry Inventory - Woodlands	A F	Ac.(1000's)	1 2 4 0	2 0 0	
7 0	Timber - Appraisal	A G	Cases	1 2 4 0	4 1 3	
7 1	Timber Sales - Contract Prep.&Admin.	A G	Cases	1 2 4 0	4 1 4	
7 2	Other For.Prod.Sales-Con.Prep.&Adm.	A G	Cases	1 2 4 0	4 2 0	
7 3	Trespass - Forest	A G	Cases	1 2 4 0	5 0 0	
	Ownership Verification (O.T.)	A G		1 4 0 0	2 4 0	
7 4	Free Use Permits	A U	Permits	1 2 4 0	6 2 0	
7 5	Forest Pest Control	A K	Projects	1 2 4 0	6 3 0	
7 6	Rehabilitation Plans - Forest	A F	Ac.(1000's)	1 2 5 0	2 1 0	
7 7	Pretreatment Surveys - Forest	A F	Ac.(1000's)	1 2 5 0	2 2 0	
7 8	Post-treatment Surveys - Forest	A F	Ac.(1000's)	1 2 5 0	2 2 0	
7 9	Stand Improvement Plans	A D	Ac.(10's)	1 2 5 0	2 3 0	
8 0	Stand Improvement Surveys	A D	Acres (10's	1 2 5 0	2 4 0	

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Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
081	Snag Felling	A D	Ac.(10's)	1250	311	
082	Other Site Improvements - Forest	A D	Ac.(10's)	1250	312	
083	Seeding Projects - Timber	A D	Ac.(10's)	1250	321	
084	Planting Projects - Timber	A D	Ac.(10's)	1250	322	
085	Stand Improvement - Timber Contract	A D	Ac.(10's)	1250	330	
086	Earth Structures, Maintenance	A T	Each	1260	200	
087	Land Treatment, Maintenance	A F	Ac.(1000's)	1260	200	
088	Fences - Maintenance	A H	Miles	1260	200	
089	Water Projects - Maintenance	A T	Each	1260	200	
090	Surveys - S & W	A F	Ac.(1000's)	1260	310	
091	Plans - S & W	A F	Ac.(1000's)	1260	320	
	Cartographic Services	A B	Maps	1800	600	
092	Fencing - Contract & Chaparral	A H	Miles	1260	520	
	Fencing - Habitat Protection	A H	|	|	821	
093	Brush Control	A E	Ac.(100's)	1260	510	
	Brush Control - Food & Cover Devel.	A E	|	|	811	
094	Fencing - Contract, Great Basin	A H	Miles	1260	520	
	Fencing - Habitat Protection	A H	|	|	821	
095	Seeding - Great Basin/Desert	A E	Ac.(100's)	1260	530	
	Seeding - Gr.Bas./Desert-Food & Cover	A E	|	|	812	
096	Seeding - Chaparral/Annual	A E	Ac.(100's)	1260	530	
	Seeding-Chap./Annual-Food & Cover	A E	|	|	812	
097	Seeding - Ridgetop	A E	Ac.(100's)	1260	530	
098	Other Soil Stabilization Practices	A E	Ac.(100's)	1260	540	
099	Reservoirs - Livestock Use	A T	Each	1260	611	
	Reservoirs - Wildlife Use	A T	|	|	831	
100	Spring Developments	A T	Each	1260	612	
	Spring Developments - Wildlife Use	A T	|	|	832	
101	Wells	A T	Each	1260	613	
	Wells - Wildlife Use	A T	|	|	833	
102	Other Water Developments	A T	Each	1260	614	
103	Detentions - Water Control	A O	Cu.Yds(100)	1260	621	
104	Diversions - Water Control	A O	Cu.Yds(100)	1260	622	

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
1 0 5	Dikes - Water Control	A O	Cu.Yds(100)	1 2 6 0	6 2 3	
1 0 6	Other Water Control Practices	A K	Projects	1 2 6 0	6 2 4	
1 0 7	Study Plots & Cattle Guards-Prog.Fac.	A K	Projects	1 2 6 0	7 0 0	
1 0 8	Stock & Truck Trails - Prog. Fac.	A H	Miles	1 2 6 0	7 0 0	
1 1 1	Stream Fish Habitat	A K	Projects	1 2 6 0	8 4 0	
1 1 2	Stand Improvement - Force Account	A D	Ac.(10's)	1 2 5 0	3 3 0	
1 1 4	Fire Trespass	A G	Cases	1 2 7 0	2 2 0	
	Ownership Verification (C.T.)	A G		1 4 0 0	2 4 0	
1 1 5	Hazard Reduction	A E	Ac.(100's)	1 2 7 0	2 3 0	
1 1 6	Fire Breaks - Construction	A H	Miles	1 2 7 0	2 4 0	
1 2 7	Impact Studies - Dist.Prog.Services	A L	Studies	1 2 9 0	1 7 2	
1 2 8	Unit Anal.Review-Dist.Prog.Serv.	A I	Plan.Unit	1 2 9 0	1 7 1	
1 3 4	New Surveys Field Work (O.T.)	A H	Miles	1 4 0 0	2 1 0	
	New Surveys Prep of Fld.Ret.(O.T.)	A H			2 2 0	
	New Surveys, Verif. & Rev.(O.T.)	A H			2 3 0	
1 3 5	Resurveys, Field Work (O.T.)	A H	Miles	1 4 0 0	2 1 0	
	Resurveys - Prep. of Fld.Ret.(O.T.)	A H			2 2 0	
	Resurveys - Verif. & Ret. (O.T.)	A H			2 3 0	
1 3 6	Ownership Verification - S & W	A G	Cases	1 4 0 0	2 4 0	
1 3 8	New Surveys - Field Work (C.T.)	A F	Ac.(1000's)	1 4 0 0	3 1 0	
	New Surveys - Prep.ofFld.Ret.(C.T.)	A F			3 2 0	
	New Surveys - Verif. & Rev. (C.T.)	A F			3 3 0	
1 3 9	Resurveys - Field Work (C.T.)	A F	Ac.(1000's)	1 4 0 0	3 1 0	
	Resurveys, Prep.of Fld.Ret.(C.T.)	A F			3 2 0	
	Resurveys - Verif. & Rev. (C.T.)	A F			3 3 0	
1 4 0	Protractions - Field Work (O.T.)	A H	Miles	1 4 0 0	2 1 0	
	Protraction - Prep. of Fld.Ret.(O.T.)	A H			2 2 0	
	Protraction - Verif. & Rev. (O.T.)	A H			2 3 0	
1 4 1	Remonumentation - Field Work	A T	Each (10's)	1 4 0 0	4 1 0	
	Remon. - Prep. of Field Return	A T			4 2 0	
	Remon. - Verif. & Review	A T			4 3 0	
1 4 7	Survey, Timber Roads	A H	Miles	1 2 4 0	4 1 1	
1 4 8	Design, Timber Roads	A H	Miles	1 2 4 0	4 1 1	
1 5 7	Habitat Inventory - Great Basin	A F	Ac.(1000's)	1 2 2 0	8 3 0	
1 5 9	Public Survey Review	A G	Cases	7 2 0 0	4 0 0	

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Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
160	Cadastral Mapping	A B	Maps	1800	700	
161	Basic Series Mapping	A B	Maps	1800	800	
162	General Cartographic	A B	Maps	1800	900	
163	Fire Break Maintenance	A H	Miles	1270	240	
166	Hearings & Appeals, Sec. 15	A G	Cases	1220	430	
167	Habitat Inventory - Chaparral	A F	Ac.(1000's)	1220	830	
168	Miscellaneous - Other Land Cases Adjud.	A G	Cases	1110	310	
	In Progress	B G				
	Pending Appeal or Other Off. Action	C G				
	Patented	D C	Acres			
	Leased	E C				
	Land Examination, Appraisal & Class.	A G	Cases	1210		
	In Progress	B G				
	In Progress	C C	Acres			
	Pending Appeal or Other Off. Action	D G	Cases			
169	Force Account-Fencing-Soil Stab.	A H	Miles	1260	520	
	Force Account-Fencing-Habitat Prot.	A H		1260	821	
170	Water Catchments-Wildlife-Water Devel.	A T	Each	1260	834	
171	Other Water Developments - Wildlife	A K	Projects	1260	835	
173	Planting-Wildlife Hab.-Food & Cov.Dev.	A E	Ac.(100's)	1260	813	
174	Pond & Marsh Devel. - Wildlife Hab.	A K	Projects	1260	814	
175	Other - Protection - Wildlife Habitat	A K	Projects	1260	822	
176	Lake & Reservoir Fish Habitat	A K	Projects	1260	850	
179	Rodent & Pest Control	A F	Ac.(1000's)	1260	700	
181	URA Time Study - Dist.Prog.Serv.	A I	Plan.Unit	1290	171	
	Land Tenure Analysis	A I		1210	410	
	Mineral Resource Inventory	A I			420	
	Planning & Analysis	A I		1210	520	
	General Range Studies & Research	A I		1220	210	
	Fish & Wildlife Planning	A I			810	
	Management Plans	A I		1240	300	
	Rehabilitation Plans	A I		1250	210	
	Surveys	A I		1260	310	
	General Cartographic	A I		1800	900	
193	Forest Reinventory, Commercial	A F	Ac.(1000's)	1240	200	
201	Building Construction Survey	A P	$1000	2110	200	
202	Bld.Const. Design (DSC only)	A P	$1000	2110	200	

Job No.	Work Element Program-Work Plan Element		Unit of Measure	Activity No.	Work Code	Units Accomplished
1 2 3		14 15		16 17 18 19	20 21 22	23 24 25 26 27 28
203	Building Const. Review (S.O. only)	A P	$1000	2110	200	
204	Insp. - Adm. Bldg. Contract	A P	$1000	2110	430	
205	Building Layout	A P	$1000	2110	430	
206	Recreation Development Survey	A J	Family Unit	2120	200	
207	Recreation Development Design	A J	Family Unit	2120	200	
208	Recreation Development Review	A J	Family Unit	2120	200	
209	Insp. - Adm. Recreation Contract	A J	Family Unit	2120	430	
210	Recreation Layout	A J	Family Unit	2120	430	
212	Building Maintenance - Force Account	A P	$1000	2210	320	
213	Building Maintenance - Contract	A P	$1000	2210	320	
214	Rec. Operation - Force Account	A J	Family Unit	2220	310	
215	Rec. Operation Contract	A J	Family Unit	2220	310	
216	Rec. Maintenance Force Account	A J	Family Unit	2220	320	
217	Rec. Maintenance Contract	A J	Family Unit	2220	320	
218	Clean Up	A Q	Sites	2220	330	
219	Road Maintenance Force Account (Open)	A H	Miles	2230	310	
	Rd.Maint. Force Account (Maintenance)	A H			320	
220	Road Maintenance Contract (operation)	A H	Miles	2230	310	
	Rd. Maint. Contract (Maintenance)	A H			320	
301	Road Construction Survey	A H	Miles	3100	200	
302	Road Construction Design	A H	Miles	3100	200	
303	Road Construction Review	A H	Miles	3100	200	
304	Road Contract (grading)	A H	Miles	3100	411	
	" " (surfacing)	A H			412	
305	Road Staking (grading)	A H	Miles	3100	411	
	" " (surfacing)	A H			412	
306	Bridge Contract	A P	$1000	3100	420	
307	Bridge Layout	A P	$1000	3100	420	

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1110	110	1	MM		Manager
	111	1			Chief, Branch
	112	1			Chief, Section
	120	2			Administrative Support
		164			Clerical - Title Leases Record
	130	9			Fire Fighting R.T.
	150	3			Programming-Planning
	160	4			Safety
		5			Training (Misc.)
		172			Training - Technical
	200	11			Record Services
		12			Information Service
		13			Status
		29			Public and Cooperative Relations
	310	14	Cases	4	Agricultural
		15		4	Occupancy
		16		4	Public Sale (Incl. Small Tract)
		17		4	Exchanges
		18		4	Selections
		19		4	R. & P.P.

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1110	310	20		4	Scrip
		21		4	Right of Way
		22		20	S.L.U.P.
		168		4	Misc. - Other Transfer Cases
	320	23	Cases	25	Min. Entries & Investigations
	331	24		12	Oil and Gas Leasing
	332	25		42	Other Mineral Leasing
	342	27		1/2	Withdrawal Jurisdiction Transfer
	344	23		3	Mineral Entries
		14		3	Agricultural
		15		3	Occupancy (Mining Conflicts)
		28		3	Other Mineral Claim Conflicts
1210	111	1	MM		Chief, Branch (S.O.)
	112	1			Chief, Section (S.O.)
	120	164			Clerical - Lands & Minerals
	160	172			Training - Technical
	200	11			Record Services
		12			Information Service
		13			Status

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1210	200	29	MM		Public & Cooperative Relations
	310	14	Cases	3	Agricultural
		15		2	Occupancy - Field Examination
		16		3	Public Sale - Field Examination
		17		1	Exchange - Field Examination
		18		4	Selection - Field Examination
		19		3	R. & P.P. - Field Examination
		20		3	Scrip - Field Examination
		21		10	Right-of-Way - Field Examination
		22		5	SLUP
		168		3	Misc. - Other Transfer Cases
	320	23		1	Mineral Entries
		15		4	Occupancy - Mineral Invest.
		16		3	Public Sale - Mineral Invest.
		17		3	Exchange - Mineral Invest.
		18		3	Selections - Mineral Invest.
		19		3	R & P.P. - Mineral Invest.
		20		3	Scrip- Mineral Invest.
		30		3	P.L. 167 and Other Special Laws
		26		3	Material Sales

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1210	320	27	Cases	3	Withdrawals
	331	24		6	Oil and Gas Leasing
	332	25		21	Other Mineral Leasing
	341	26		20	Material Sale and Free Use
	342	27		3	Withdrawals & Juris. Transfer
	343	31		8	Compliance Checks
	344	14		8	Agricultural - Contest
		15		8	Occupancy - Contest
		16		8	Public Sale - Contest
		17		8	Exchanges - Contest
		19		8	R & P.P. - Contest
		23		8	Mineral Entries - Contest
		18		8	Selections - Contest
		30		8	P.L. 167 and Other Special Laws - Contest
		26		8	Material Sales - Contest
	410	32	1000 Ac	10	Land Tenure Analysis
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	420	34	1000 Ac	10	Mineral Resource Inventory (030-040)
				47	Mineral Resource Inventory (010-050-060)

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1210	420	34	1000 Ac	100	Mineral Resource Inventory (020)
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	430	42	1000 Ac	50	(010-020-060) Classification, Type I
				10	(030-040-050) Classification, Type I
		45		15	Classification, Type II
		49		10	Classification, Type III
		35		1	Classification, Type IV
	510	36	Family Unit	200	Inventory, Recreation
	520	33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
		37	Family Unit	100	Planning, Recreation
	530	38	Sites	2	Protection, Recreation
	600	15	Cases	2	Occupancy - Trespass
		14		2	Agricultural - Trespass
		39		2	Advertising - Trespass
		26		2	Material - Minerals - Trespass
		21		2	Right-of-Way - Trespass
1220	120	164	MM		Clerical - Range Management

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1220	160	172	MM		Training - Technical
	210	33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
		40	Project	1	Cooperative Research
		41	1000 Ac	150	(010-020-060) Primary Range Studies
				60	(030-040-050) Primary Range Studies
		46		12	(030-040-050-060) Forage Inventory
				30	(010-020) Forage Inventory
		47	Studies	2	Economics
		48	1000 Ac	50	Range Suitability (030-040-050)
				100	Range Suitability (010-020-060)
		44		300	(010-020-060) Supplemental Range Studies
				150	(030-040-050) Supplemental Range Studies
		50	Cases	2	Access - Easement Acquisition
	220	41	1000 Ac	150	50 Ac x 3 yr. Primary Range Studies (010-020-060)
				60	20 Ac x 3 yr. Primary Range Studies (030-040-050)
		46		12	Forage Inventory (030-040-050)
				30	Forage Inventory (010-020)
		44		300	100 Ac X 3 yrs. (010-020-060) Supplemental Range Studies
				150	50 Ac X 3 yrs. (030-040-050) Supplemental Range Studies

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1220	220	48	1000 Ac	50	Range Suitability (030-040-050)
				100	Range Suitability (010-020-060)
	230	51	Units	2	Allotment Evaluation
	240	52	1000 Ac	30	Allotment Management Plans
	310	53	Plans	5	Management Plan Supervision
	320	54	Each	20	Range Inspection
	330	55	Cases	2	Trespass
	410	56	MM		Use Adjustment
	420	29			Public Cooperative Relations
		57			Use - Agency Meetings
		58			Use Authorization
	430	59	Cases	1/2	Hearings & Appeals - Section 3
		166		2	Hearings & Appeals - Section 15
	810	60	MM		Fish and Wildlife Planning
		50	Cases	2	Access - Easement Acquisition
		172	MM		Training - Technical
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	820	61	MM		Fish and Wildlife Coordination
		29			Public & Cooperative Relations

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1220	830	62	Studies	2	Habitat Studies
		167	1000 Ac	15	Habitat Inventory - Chaparral
		157		25	Habitat Inventory - Great Basin
1240	120	164	MM		Clerical - Forest Management
	160	172			Training - Technical
	200	63			Forest Inventory - Commercial
		183	1000 Ac	6	Forest Reinventory - Commercial
		69		5	Forest Inventory - Woodland
	300	64	MM		Management Plans
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	411	147	Miles	2	Survey
		148		2	Design
		50	Cases	1/2	Access - Easement Acquisition (D.O.)
				6	Access - Easement Acquisition (D.O.)
	412	67	Miles	1/3	Precruise and Layout
	413	68	MBF	300	Cruise - 100% (010-020-060)
				500	Cruise - 100% (030-040-050)
		15	Cases	2	Occupancy - Timber Cruise

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1240	413	16	Cases	2	Public Sale - Timber Cruise
		17		2	Exchanges - Timber Cruise
		18		2	Selections - Timber Cruise
		19		2	R & P.P. - Timber Cruise
		20		2	Scrip - Timber Cruise
		21		2	Right-of-Way - Timber Cruise
		70		1	Appraisals
	414	71		1/2	Contract - Timber Sales
	415	21		2	Permits and Right-of-Way
	420	72		20	Other Forest Products
	500	73		1	Trespass, D.O.
				2	Trespass, S.O.
	610	40	Projects	1	Cooperative Research
		29	MM		Public and Cooperative Relations
	620	74	Permits	30	Free Use Permits
	630	75	Projects	1	Forest Pest Control
	800	60	MM		Fish and Wildlife Planning
		62	Studies	2	Habitat
1250	120	164	MM		Clerical - Forest Development

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1250	160	172	MM		Training - Technical
	210	76	1000 Ac	2	Rehabilitation Plans
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	220	77	1000 Ac	2	Pre-Treatment Surveys
		78		1	Post Treatment Surveys
	230	79	10 Ac	10	Stand Improvement Plans
	240	80		10	Stand Improvement Surveys
	311	81		10	Snag Felling
	312	82		15	Other Site Improvements
	321	83		60	Seeding Projects
	322	84		15	Planting Projects
	330	85		3	Stand Improvement, Contract
		112		1	Stand Improvement, Force Account
	400	40	Projects	1	Cooperative Research
1260	120	164	MM		Clerical - Resource Development
	160	172			Training - Technical
	200	86	Each	25	Earth Structures - 5 Each X 5 yrs.
		87	1000 Ac	32	Land Treatment - 8 Ac X 4 yrs.

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1260	200	88	Miles	100	Fences - 20 Miles X 5 yrs.
		89	Each	20	Water Projects- 4 Each X 5 yrs.
		182	MM		Equipment Maintenance
	310	90	1000 Ac	10	Surveys
		33	Planning Unit	1	Unit Resource Analysis
		181		1	URA Time Study
	320	91	1000 Ac	20	Plans
		29	MM		Public Cooperative Relations
		57			Meetings
		50	Cases	2	Access - Easement Acquisition
	400	40	Projects	1	Cooperative Research
	510	93	100 Ac	40	Brush Control
	520	94	Miles	12	Fences - Contract - Great Basin
		92		5	Fences - Contract - Chaparral
		169		1 1/2	Fences - Force Account
	530	95	100 Ac	20	Seeding - Great Basin
		96		4	Seeding - Annual - Chaparral
		97		3	Seeding - Ridge Top
	540	98		1	Other Soil Stabilization Practices
	611	99	Each	3	Reservoirs

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1260	612	100		3	Spring Development
	613	101		3	Wells
	614	102		3	Other Water Development Practices
	621	103	100 Cu.Yd	20	Detentions
	622	104		60	Diversions
	623	105		60	Dikes
	624	106	Projects	2	Other Water Control Practices
	700	107	Each	2	Study Plot - Cattle Guards
		108	Miles	8	Stock and Truck Trails
		109	MM		Section 4 Permits
		110			Section 15 Permits
	811	93	100 Ac	40	Brush Control
	812	95		20	Seeding - Great Basin
		96		4	Seeding - Annual - Chaparral
	813	173	Acres	150	Planting - Wildlife Habitat
	814	174	Projects	2	Pond and Marsh Development
	821	94	Miles	12	Fencing - Contract - Great Basin
		92		5	Fencing - Contract - Chaparral
		169		1 1/2	Fencing - Force Account
	822	175	Projects	2	Other Protection - Wildlife

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1260	831	99	Each	3	Reservoirs
	832	100		3	Spring Developments
	833	101		3	Wells
	834	170		10	Water Catchment
	835	171	Projects	4	Other Water Developments
	840	111		2	Stream - Fish Habitat
	850	176		2	Lake & Reservoir Fish Habitat
	700	179	1000 Ac	2	Rodent and Pest Control
1270	120	164	MM		Clerical - Protection Program
	160	172			Training - Technical
	210	113			Education
	220	114	Cases	4	Fire Trespass (010-030-040-050-060)
				6	Fire Trespass (020)
	230	115	100 Ac	1	Hazard Reduction
	240	116	Miles	10	Fire Breaks - Construction
		163		20	Fire Breaks - Maintenance
	311	117	MM		Planning
	312	118			Training - Fire Crews
	320	119			Tools - Supplies & Temp. Facil.

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1270	330	120	MM		Detection
	340	40	Projects	1	Cooperative Research
	400	123	MM		Communications
	510	124			Contract Supervision
	520	125			State Protection
	530	177			Other Agency Protection
1290	110	1	MM		Manager
	111	1			Chief, Res. Manage. - Operations
	112	1			Area Manager
	120	2			Administrative Support
	130	9			Fire Fighting RT
	150	3			Programming - Planning
		29			Public & Coop. Relations
	160	4			Safety
		5			Training (Miscellaneous)
		10			Job Corps
	171	33	Planning Unit	1/2	Unit Resource Analysis
		181		1/2	URA Time Study
		128		1	Unit Analysis Review

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1290	171	129	MM		Initial Analysis - Econ. Profile
		164			Clerical - Program Development
	172	127	Studies	1/3	Impact Studies
		130	MM		River Basin Planning
	173	131			Pilot District Studies
1400	110	1	MM		Manager
	120	2			Administrative Support
		133			Microfilming
		164			Clerical - Cadastral Survey
	150	3			Programming - Planning
	160	4			Safety
		29			Public & Cooperative Relations
		132			Survey Records
		172			Training - Technical
	210	134	Miles	5	New Surveys (Open) Field
		135		4	Resurveys (Open) Field
		140		7	Protractions (Open) Field
	220	134		30	New Surveys (Open) Returns
		135		20	Resurveys (Open) Returns

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Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1400	220	140	Miles	20	Protractions (Open) Returns
	230	134		60	New Surveys (Open) Verify
		135		20	Resurveys (Open) Verify
		140		40	Protractions (Open) Verify
	240	39	Cases	2	Advertising Trespass (Open) Verify
		21		1	Right-of-Way Trespass (Open) Verify
		26		1	Material Trespass (Open) Verify
		50		1/3	Access-Timber Sale-Road (Open) Verify
		67		1	Precruise and Layout (Open) Verify
		73		1/5	Timber Trespass (Open) Verify
		136		1/3	Soil & Watershed Projects (Open) Verify
		114		1	Fire Trespass (Open) Verify
	310	138	1000 Ac	1/3	New Surveys (Closed) Field
		139		1/5	Resurveys (Closed) Field
	320	138		1	New Surveys (Closed) Returns
		139		2/3	Resurveys (Closed) Returns
	330	138		4	New Surveys (Closed) Verify
		139		4	Resurveys (Closed) Verify
	340	14	Cases	1/2	Agricultural Trespass (Closed) Verify
		15		1/2	Occupancy (Closed)

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1400	340	16	Cases	1/5	Public Sale (Closed)
		17		1/5	Exchanges (Closed)
		18		1/5	Selections (Closed)
		19		1/5	R & P.P. (Closed)
		55		1/2	Range Trespass (Closed)
	410	141	10 each	4 1/2	Remonumentation, Field
	420	141		10	Remonumentation, Returns
	430	141		40	Remonumentation, Verify
1700	110	1	MM		State Director-Assist. St. Direct.
	111	1			Chief, Division
	112	1			Staff (S.O.) RPM & SD
	120	2			Administrative Support
		164			Clerical - Technical
	130	9			Fire Fighting RT
	150	3			Programming - Planning
		29			Public & Cooperative Relations
	160	4			Safety
		5			Training (Miscellaneous)
		10			Job Corps

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1800	110	1	MM		Manager
	120	2			Administrative Support
		164			Clerical-Cartographic Service
	150	3			Programming - Planning
	160	4			Safety
		172			Training - Technical
	200	11			Title, Lease & Record Service
	300	35	1000 Ac	10	Land Classification-Mineral Exam.
	400	52		100	Range Management
	500	64	MM		Forestry
	600	91	1000 Ac	100	Soil and Watershed
	700	160	Plats	2	Cadastral
	800	161	Maps	2	Basic Map Series (Service Center)
	900	162		6	General Cartographic
		37	Family Units	100	Recreation
		33	Planning Units	1/3	Unit Resource Analysis
		181		1/3	URA Time Study
1900	110	23	Cases	25	Mineral Investigation
		17		4	Exchanges

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
1900	110	180	MM		Reproduction - General
	210	15	Cases	4	Occupancy
		17		1	Exchanges
		23		20	Mineral Investigation
	260	144	MM		Wildlife Habitat Mitigation
	290	130			River Basin Planning
		10			Job Corps
	344	23	Cases	8	Contests and Hearings
	400	146	MM		Reproduction - Cadastral
2110	120	2	MM		Administrative Support
		164			Clerical - Building Construction
	150	3			Programming - Planning
	160	172			Training - Technical
		4			Safety
	200	201	$1,000	100	Survey
		202		100	Design (DSC only)
		203		100	Review (S.O. only)
	430	204		50	Insp.-Admin-Construct. Contract
		205		100	Layout

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
2120	120	2	MM		Administrative Support
		164			Clerical - Recreation Construction
	150	3			Programming - Planning
	160	4			Safety
	200	206	Family Unit	25	Survey
		207		12	Design (S.O. only)
		208		50	Review (S.O. only)
	430	209		20	Insp.-Admin.-Construct. Contract
		210		50	Layout
2210	120	2	MM		Administrative Support
		164			Clerical - Building Maintenance
	150	3			Programming - Planning
	160	172			Training - Technical
		4			Safety
	200	211			Condition Survey - Work Plans
	320	212	$1,000	1 1/3	Force Account - Maintenance
		213		10	Insp.-Admin.-Construct. Contract
2220	120	2	MM		Administrative Support

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
2220	120	164	MM		Clerical - Recreation Maintenance
	150	3			Programming - Planning
	160	172			Training - Technical
		4			Safety
	200	211			Condition Survey - Work Plans
	310	214	Family Unit	4-1 to 50 camps 6-51 to 75 camps 8-76 to 100 camps 10-more than 100 camps	Force Account-Operation " " " " " " " " "
		215		33	Insp.-Admin.-Operation Contract
	320	216		35	Force Account - Maintenance
		217		165	Insp.-Admin-Maintenance Contract
	330	218	Sites	12	Cleanup
2230	120	2	MM		Administrative Support
		164			Clerical - Road Maintenance
	150	3			Programming - Planning
	160	172			Training - Technical
		4			Safety
	200	211			Condition Survey - Work Plans
	310	219	Miles	30 (010-020-030-040) 3 Yr. Cy. 10 (050) 1 Yr. Cy. Rd. Mtce.-FA (Prev)	
				4 Yr. Cy. 40 (060)	" " "

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
2230	310	220	Miles	75 (010-020-030-040) 3 Yr. Cy. 25 (050) 1Yr. Cy. Insp. - Adm.-Maint. Cont.	
				4 Yr. Cy. 100 (060)	" " " "
	320	219		5	Force Account - Maintenance
		220		25	Insp.-Admin-Maintenance Contract
3100	120	2	MM		Administrative Support
		164			Clerical - Road Construction
	150	3			Programming - Planning
	160	172			Training - Technical
	160	4			Safety
	200	301	Miles	2	Survey
		302		2	Design
		303		7	Review (S.O. only)
	300	50	Cases	1/2	Access-Ease.-Acquisition (D.O.)
				6	" " " (S.O.)
	411	304	Miles	3	Insp.-Admin.-Road Grading
		305		4	Staking - Road Grading
	412	304		5	Insp.-Admin.-Road Surfacing
		305		16	Staking - Road Surfacing
	420	306	$1,000	30	Insp.-Admin.-Construction - Bridge

CALIFORNIA MANAGEMENT STUDY
WORK CATEGORY CODES
AND
MM CONVERSION RATES

Activity	Work Code	Job No.	Type of Unit	Unit per MM	Work Category
3100	420	307	$1,000	100	Layout
7200	400	3	MM		Programming - Planning
		159	Cases	30	Public Survey Review

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 010

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050	20	PRO			4	4	4	4	4
ACCESS-EASMNT	CASES	M/M			2	2	2	2	1
1220 820 029	1	PRO	1	1	1	1	1	1	1
PUB & COOP REL	M/M	M/M	1	1	1	1	1	1	1
1220 820 061	3	PRO	1	1	3	3	4	4	4
F&W PROG COORD	M/M	M/M	1	1	3	3	4	4	4
1900 260 144		PRO							
HAB MITIGATION	M/M	M/M							
OPERATIONS TOTAL		M/M	2	2	6	6	7	7	6
1220 810 033	15	PRO	4	5	6				
UNIT RES ANALY	PLN UN	M/M	4	5	6				
1220 810 060	4	PRO	1	1	4	4	4	4	4
F&W PLANNING	M/M	M/M	1	1	4	4	4	4	4
1220 810 172		PRO							
TRAINING-TECH	M/M	M/M							
1220 810 181	1	PRO	1						
URA TIME STUDY	PLN UN	M/M	1						
1220 830 062	10	PRO	1	1	2	4	6	8	10
HABITAT STUDY	STUDY	M/M	1	1	1	2	3	4	5
1220 830 157	1800	PRO	25	25	250	300	400	400	500
HAB INV GB	1000 A	M/M	1	1	9	12	16	16	20
1220 830 167	700	PRO			100	150	150	150	150
HAB INV CHAP	1000 A	M/M			7	10	10	10	10
1240 800 060	2	PRO			2	2	2	2	2
F&W PLANNING	M/M	M/M			2	2	2	2	2
1240 800 062	4	PRO			1	2	3	4	4
HABITAT STUDY	STUDY	M/M			1	1	2	2	2
RESOURCE DATA TOTAL		M/M	8	8	30	31	37	38	43

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 010

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093	20	PRO			5	5	5	5	
BRUSH CONTROL	100 A	M/M			1	1	1	1	
1260 812 095	60	PRO	3	3	10	15	15	14	
SEEDING GB	100 A	M/M	1	1	1	1	1	1	
1260 812 096	800	PRO				400		400	
SEEDING CHAP	100 A	M/M				1		1	
1260 813 173	3000	PRO			300	600	800	700	600
F&W HAB PLANT	100 A	M/M			2	4	6	5	4
1260 814 174	10	PRO			2	2	2	2	2
POND DEV	PROJ	M/M			1	1	1	1	1
1260 821 092		PRO							
FENCE CONT CR	MILES	M/M							
1260 821 094	16	PRO			4	4	4	4	
FENCE CONT GB	MILES	M/M			1	1	1	1	
1260 821 169		PRO							
FENCE FOR ACC	MILES	M/M							
1260 822 175		PRO							
F&W OTH PROT	PROJ	M/M							
1260 831 099	10	PRO			2	3	3	2	
RESERVOIRS	EACH	M/M			1	1	1	1	
1260 832 100	33	PRO			3	6	12	6	3
SPRING DEV	EACH	M/M			1	2	4	3	6
1260 833 101		PRO							
WELLS	EACH	M/M							
1260 834 170	1000	PRO	10	10	20	30	40	40	40
WATER CATCH	EACH	M/M	1	1	2	3	4	4	4
1260 835 171	32	PRO			8	8	8	8	8
OTH WATER DEV	PROJ	M/M			2	2	2	2	2
1260 840 111	30	PRO			6	6	6	6	6
STR FISH HAB	PROJ	M/M			3	3	3	3	3
1260 850 176		PRO							
LAKE FISH HAB	PROJ	M/M							
PROJECT DEVELOPMENT TOTAL		M/M	2	2	15	20	24	23	20
OFFICE TOTAL		M/M	12	12	51	57	68	68	69

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 020

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050	40	PRO				2	2	2	4
ACCESS-EASMNT	CASES	M/M				1	1	1	2
1220 820 029	1	PRO			1	2	1	1	1
PUB & COOP REL	M/M	M/M			1	2	1	1	1
1220 820 061	3	PRO	1	1	3	3	3	3	3
F&W PROG COORD	M/M	M/M	1	1	3	3	3	3	3
1900 260 144		PRO							
HAB MITIGATION	M/M	M/M							
OPERATIONS TOTAL		M/M	1	1	4	6	5	5	6
1220 810 033	11	PRO		2	9				
UNIT RES ANALY	PLN UN	M/M		2	11				
1220 810 060	8	PRO	1	1	8	8	8	8	8
F&W PLANNING	M/M	M/M	1	1	8	8	8	8	8
1220 810 172		PRO							
TRAINING-TECH	M/M	M/M							
1220 810 181		PRO							
URA TIME STUDY	PLN UN	M/M							
1220 830 062	10	PRO			6	6	8	8	10
HABITAT STUDY	STUDY	M/M			3	3	4	4	5
1220 830 157	3000	PRO		25	25	50	50	75	100
HAB INV GB	1000 A	M/M		1	1	2	2	3	4
1220 830 167		PRO							
HAB INV CHAP	1000 A	M/M							
1240 800 060		PRO				1	1	1	1
F&W PLANNING	M/M	M/M				1	1	1	1
1240 800 062		PRO							
HABITAT STUDY	STUDY	M/M							
RESOURCE DATA TOTAL		M/M	1	4	23	14	15	16	18

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 020

DATE November 1967

ACTY W/C JOB	TW	CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093 BRUSH CONTROL	300 PRO 100 A M/M							
1260 812 095 SEEDING GB	25 PRO 100 A M/M							
1260 812 096 SEEDING CHAP	PRO 100 A M/M							
1260 813 173 F&W HAB PLANT	8000 PRO 100 A M/M		300 2	750 5	950 6	1050 7	1050 7	1050 7
1260 814 174 POND DEV	10 PRO PROJ M/M			2 1	2 1	2 1	2 1	2 1
1260 821 092 FENCE CONT CR	PRO MILES M/M							
1260 821 094 FENCE CONT GB	112 PRO MILES M/M						3 2	
1260 821 169 FENCE FOR ACC	112 PRO MILES M/M	1 1	1 1	1 1	3 2	3 2	3 2	3 2
1260 822 175 F&W OTH PROT	10 PRO PROJ M/M			2 2	2 2	2 2	2 2	2 2
1260 831 099 RESERVOIRS	30 PRO EACH M/M							
1260 832 100 SPRING DEV	36 PRO EACH M/M	2 1	2 1	3 1	3 1	3 1	3 1	3 1
1260 833 101 WELLS	9 PRO EACH M/M							
1260 834 170 WATER CATCH	100 PRO EACH M/M							10 1
1260 835 171 OTH WATER DEV	84 PRO PROJ M/M							
1260 840 111 STR FISH HAB	2 PRO PROJ M/M							
1260 850 176 LAKE FISH HAB	12 PRO PROJ M/M					2 1	2 1	2 1
PROJECT DEVELOPMENT TOTAL	M/M	2	4	10	12	14	16	15
OFFICE TOTAL	M/M	4	9	37	32	34	37	39

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 030

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050	250	PRO			10	20	20	20	20
ACCESS-EASMNT	CASES	M/M			5	10	10	10	10
1220 820 029	1	PRO	1	1	1	2	2	2	0
PUB & COOP REL	M/M	M/M	1	1	1	2	2	2	2
1220 820 061	2	PRO		1	2	2	2	2	2
F&W PROG COORD	M/M	M/M		1	2	2	2	2	2
1900 260 144	6	PRO	5	4	4	4	4	4	4
HAB MITIGATION	M/M	M/M	5	4	4	4	4	4	4
OPERATIONS TOTAL		M/M	6	6	12	18	18	18	18
1220 810 033	9	PRO	1	1	2	2	2	1	
UNIT RES ANALY	PLN UN	M/M	1	1	2	2	2	1	
1220 810 060	3	PRO	1	1	3	3	3	3	3
F&W PLANNING	M/M	M/M	1	1	3	3	3	3	3
1220 810 172		PRO							
TRAINING-TECH	M/M	M/M							
1220 810 181		PRO							
URA TIME STUDY	PLN UN	M/M							
1220 830 062	6	PRO			6	6	6	6	6
HABITAT STUDY	STUDY	M/M			3	3	3	3	3
1220 830 157	100	PRO				25	25	25	25
HAB INV GB	1000 A	M/M				1	1	1	1
1220 830 167	200	PRO			15	45	45	15	45
HAB INV CHAP	1000 A	M/M			1	3	3	1	3
1240 800 060	2	PRO	1	2	2	2	2	2	2
F&W PLANNING	M/M	M/M	1	2	2	2	2	2	2
1240 800 062	2	PRO	2	2	2	2	2	2	2
HABITAT STUDY	STUDY	M/M	1	1	1	1	1	1	1
RESOURCE DATA TOTAL		M/M	4	5	12	15	15	12	13

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 040

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093		PRO							
BRUSH CONTROL	100 A	M/M							
1260 812 095		PRO							
SEEDING GB	100 A	M/M							
1260 812 096	130	PRO	3	5	4	6	10	12	12
SEEDING CHAP	100 A	M/M	2	2	1	2	3	3	3
1260 813 173	300	PRO					100	100	100
F&W HAB PLANT	100 A	M/M					1	1	1
1260 814 174	10	PRO					2	2	2
POND DEV	PROJ	M/M					1	1	1
1260 821 092	65	PRO	1	1	3	5	10	10	10
FENCE CONT CH	MILES	M/M	0	0	1	1	2	2	2
1260 821 094		PRO							
FENCE CONT GB	MILES	M/M							
1260 821 169		PRO							
FENCE FOR ACC	MILES	M/M							
1260 822 175		PRO							
F&W OTH PROT	PROJ	M/M							
1260 831 099	37	PRO			3	6	6	12	12
RESERVOIRS	EACH	M/M			1	2	2	4	4
1260 832 100	60	PRO	7	3	6	9	9	12	15
SPRING DEV	EACH	M/M	1	2	2	3	3	4	5
1260 833 101		PRO							
WELLS	EACH	M/M							
1260 834 170	100	PRO			6	10	10	10	20
WATER CATCH	EACH	M/M			1	1	1	1	2
1260 835 171		PRO				4	4	8	8
OTH WATER DEV	PROJ	M/M				1	1	2	2
1260 840 111		PRO					2	4	4
STR FISH HAB	PROJ	M/M					1	2	2
1260 850 176	4	PRO					2	2	2
LAKE FISH HAB	PROJ	M/M					1	1	1
PROJECT DEVELOPMENT TOTAL		M/M	3	4	6	10	16	21	23
OFFICE TOTAL		M/M	9	10	19	25	36	48	60

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 050

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050		PRO							
ACCESS-EASMNT	CASES	M/M							
1220 820 029	2	PRO		2	2	2	2	2	2
PUB & COOP REL	M/M	M/M		2	2	2	2	2	2
1220 820 061	2	PRO	1	1	2	2	2	2	2
F&W PROG COORD	M/M	M/M	1	1	2	2	2	2	2
1900 260 144		PRO							
HAB MITIGATION	M/M	M/M							
OPERATIONS TOTAL		M/M	1	3	4	4	4	4	4
1220 810 033	10	PRO	1	2	4	2	1		
UNIT RES ANALY	PLN UN	M/M	0	1	4	2	1		
1220 810 060	2	PRO	1	1	2	2	2	2	2
F&W PLANNING	M/M	M/M	1	1	2	2	2	2	2
1220 810 172		PRO							
TRAINING-TECH	M/M	M/M							
1220 810 181	1	PRO							
URA TIME STUDY	PLN UN	M/M							
1220 830 062	4	PRO			3	3	4	4	4
HABITAT STUDY	STUDY	M/M			2	2	2	2	2
1220 830 157		PRO							
HAB INV GB	1000 A	M/M							
1220 830 167	450	PRO			45	45	45	45	45
HAB INV CHAP	1000 A	M/M			3	3	3	3	3
1240 800 060	2	PRO		1	2	2	2	2	2
F&W PLANNING	M/M	M/M		1	2	2	2	2	2
1240 800 062	4	PRO			1	3	4	4	4
HABITAT STUDY	STUDY	M/M			1	2	2	2	2
RESOURCE DATA TOTAL		M/M	1	3	14	13	12	11	11

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 050

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093		PRO							
BRUSH CONTROL	100 A	M/M							
1260 812 095		PRO							
SEEDING GB	100 A	M/M							
1260 812 096	390	PRO	5	2	5	5	10	10	10
SEEDING CHAP	100 A	M/M	1	1	1	1	3	3	3
1260 813 173	15	PRO				1	1	1	2
F&W HAB PLANT	100 A	M/M				1	1	1	1
1260 814 174	10	PRO				2	2	2	2
POND DEV	PROJ	M/M				1	1	1	1
1260 821 092	100	PRO			4	4	4	6	6
FENCE CONT CH	MILES	M/M			2	2	2	3	3
1260 821 094		PRO							
FENCE CONT GB	MILES	M/M							
1260 821 169	10	PRO			1	1	2	2	2
FENCE FOR ACC	MILES	M/M			1	1	2	2	2
1260 822 175		PRO							
F&W OTH PROT	PROJ	M/M							
1260 831 099	40	PRO			3	3	3	3	3
RESERVOIRS	EACH	M/M			1	1	1	1	1
1260 832 100	34	PRO			3	3	3	3	3
SPRING DEV	EACH	M/M			1	1	1	1	1
1260 833 101		PRO							
WELLS	EACH	M/M							
1260 834 170		PRO							
WATER CATCH	EACH	M/M							
1260 835 171	60	PRO	4	3	5	5	5	5	5
OTH WATER DEV	PROJ	M/M	0	1	2	1	1	1	1
1260 840 111	32	PRO			2	2	3	4	5
STR FISH HAB	PROJ	M/M			1	1	2	2	3
1260 850 176	5	PRO						1	1
LAKE FISH HAB	PROJ	M/M						1	1
PROJECT DEVELOPMENT TOTAL		M/M	1	2	9	10	14	16	17
OFFICE TOTAL		M/M	3	8	27	27	30	31	32

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 060

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050	55	PRO			4	4	4	4	4
ACCESS-EASMNT	CASES	M/M			2	2	2	2	2
1220 820 029	10	PRO			4	6	8	10	10
PUB & COOP REL	M/M	M/M			4	6	8	10	10
1220 820 061	2	PRO	1	1	2	2	2	2	2
F&W PROG COORD	M/M	M/M	1	1	2	2	2	2	2
1900 260 144		PRO							
HAB MITIGATION	M/M	M/M							
OPERATIONS TOTAL		M/M	1	1	8	10	12	14	14
1220 810 033	15	PRO			4	4	5	2	
UNIT RES ANALY	PLN UN	M/M			4	4	5	2	
1220 810 060	4	PRO	1	1	4	4	4	4	4
F&W PLANNING	M/M	M/M	1	1	4	4	4	4	4
1220 810 172		PRO							
TRAINING-TECH	M/M	M/M							
1220 810 181		PRO							
URA TIME STUDY	PLN UN	M/M							
1220 830 062	10	PRO			4	6	8	10	10
HABITAT STUDY	STUDY	M/M			2	3	4	5	5
1220 830 157	2400	PRO	50	50	50	150	500	500	500
HAB INV GB	1000 A	M/M	1	1	1	3	10	10	10
1220 830 167	100	PRO				15	15	30	30
HAB INV CHAP	1000 A	M/M				1	1	2	2
1240 800 060		PRO							
F&W PLANNING	M/M	M/M							
1240 800 062		PRO							
HABITAT STUDY	STUDY	M/M							
RESOURCE DATA TOTAL		M/M	2	2	11	15	24	23	21

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 060

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093		PRO							
BRUSH CONTROL	100 A	M/M							
1260 812 095	30	PRO				20		20	
SEEDING GB	100 A	M/M				1		1	
1260 812 096		PRO			4	2			
SEEDING CHAP	100 A	M/M			1	1			
1260 813 173	1400	PRO			150	300	300	300	300
F&W HAB PLANT	100 A	M/M			1	2	2	2	2
1260 814 174	5	PRO			1	1	1	1	1
POND DEV	PROJ	M/M			1	1	1	1	1
1260 821 092		PRO							
FENCE CONT CH	MILES	M/M							
1260 821 094	20	PRO			12	12			
FENCE CONT GB	MILES	M/M			1	1			
1260 821 169		PRO							
FENCE FOR ACC	MILES	M/M							
1260 822 175		PRO							
F&W OTH PROT	PROJ	M/M							
1260 831 099	40	PRO	6	6	6	6	6	6	3
RESERVOIRS	EACH	M/M	2	2	2	2	2	2	1
1260 832 100	42	PRO	3	3	3	6	9	9	9
SPRING DEV	EACH	M/M	1	1	1	2	3	3	3
1260 833 101	23	PRO	3	3	3	6	3	3	3
WELLS	EACH	M/M	1	1	1	2	1	1	1
1260 834 170	2000	PRO			50	100	100	200	200
WATER CATCH	EACH	M/M			5	10	10	20	20
1260 835 171	56	PRO			8	8	8	8	8
OTH WATER DEV	PROJ	M/M			2	2	2	2	2
1260 840 111		PRO							
STR FISH HAB	PROJ	M/M							
1260 850 176	3	PRO				2	2		2
LAKE FISH HAB	PROJ	M/M				1	1		1
PROJECT DEVELOPMENT	TOTAL	M/M	4	4	15	25	22	32	31
OFFICE TOTAL		M/M	7	7	34	50	58	69	66

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 910

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1220 810 050		PRO							
ACCESS-EASMNT	CASES	M/M							
1220 820 029		PRO							
PUB & COOP REL	M/M	M/M							
1220 820 061	2	PRO	2	2	2	2	3	3	3
F&W PROG COORD	M/M	M/M	2	2	2	2	3	3	3
1900 260 144		PRO							
HAB MITIGATION	M/M	M/M							
OPERATIONS TOTAL		M/M	2	2	2	2	3	3	3
1220 810 033	1	PRO	1	1	1				
UNIT RES ANALY	PLN UN	M/M	1	1	1				
1220 810 060	2	PRO	2	3	2	2	4	4	4
F&W PLANNING	M/M	M/M	2	3	2	2	4	4	4
1220 810 172	1	PRO	1			1	1	1	1
TRAINING-TECH	M/M	M/M	1			1	1	1	1
1220 810 181		PRO							
URA TIME STUDY	PLN UN	M/M							
1220 830 062	2	PRO	2	2	2	2	2	4	4
HABITAT STUDY	STUDY	M/M	1	1	1	1	1	2	2
1220 830 157		PRO					25		
HAB INV GB	1000 A	M/M					1		
1220 830 167		PRO							
HAB INV CHAP	1000 A	M/M							
1240 800 060		PRO					2	2	2
F&W PLANNING	M/M	M/M					2	2	2
1240 800 062		PRO							
HABITAT STUDY	STUDY	M/M							
RESOURCE DATA TOTAL		M/M	5	5	4	4	9	9	9

CALIFORNIA MANAGEMENT STUDY
PROGRAM ANALYSIS
WILDLIFE MANAGEMENT
OFFICE 910

DATE November 1967

ACTY W/C JOB	TW		CURRENT	BUDGET	PROGRAM	PLUS 1	PLUS 2	PLUS 3	PLUS 4
1260 811 093 BRUSH CONTROL	100 A	PRO M/M							
1260 812 095 SEEDING GB	100 A	PRO M/M							
1260 812 096 SEEDING CHAP	100 A	PRO M/M					4 1	4 1	4 1
1260 813 173 F&W HAB PLANT	100 A	PRO M/M							
1260 814 174 POND DEV	PROJ	PRO M/M					2 1		
1260 821 092 FENCE CONT CR	MILES	PRO M/M							
1260 821 094 FENCE CONT GB	MILES	PRO M/M					12 1	12 1	12 1
1260 821 169 FENCE FOR ACC	MILES	PRO M/M							
1260 822 175 F&W OTH PROT	PROJ	PRO M/M							
1260 831 099 RESERVOIRS	EACH	PRO M/M							
1260 832 100 SPRING DEV	3 EACH	PRO M/M	3 1	3 1	3 1	3 1	3 1		
1260 833 101 WELLS	EACH	PRO M/M							
1260 834 170 WATER CATCH	EACH	PRO M/M						10 1	10 1
1260 835 171 OTH WATER DEV	PROJ	PRO M/M							
1260 840 111 STR FISH HAB	PROJ	PRO M/M						2 1	
1260 850 176 LAKE FISH HAB	PROJ	PRO M/M							2 1
PROJECT DEVELOPMENT TOTAL		M/M	1	1	1	1	4	4	4
OFFICE TOTAL		M/M	8	8	7	7	16	16	16

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Use Authorization - Recurrent

Work Group #1 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Right-of-Way	021	Cases	627	130	107	10	45	145	16	580	56
Special Land Use	022	Cases	640	30	47	1	10	10	8	78	15
O & G Leasing	024	Cases	444	650	40		10	12	18	48	24
Oth. Min. Lease	025	Cases	75	20	20				10	128	31
Material Sales	026	Cases			12	10	80	30	8	145	132
Timber Sale	071	Cases				5	14	10	16		1
Rge. Use Author.	058	MM			12	10	5	7	3	6	1
Oth. For. Prod.	072	Cases			6		20	4	20		
Permits(4-15)	109-110	MM			3	92	3	8		2	
Free Use Per.	074	Permit			10	30			30		

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Project Maintenance - Recurrent
Work Group #2

Office

Work Category - Job - Unit	RLO	SLO	010	020	030	040	050	060	SO
Earth St. Mtce. 086 Each			6	535	67	30	19	20	
Ld.Treat. Mtce. 087 1000 A			16	140	42	33	15	3	
Fence Mtce. 088 Miles			240	700	135	110	25	572	
Water Pro. Mtce. 089 Each			220	208	16	24	50	186	
Fire Break Mtce. 163 Miles				30			20		
Equip. Mtce. 182 MM				20					
Bldg. Mtce. Sur. 211 MM			8	2	1	2	4	3	10
Bldg. Mtce. FA 212 $1000			2	4					
Rec. Oper. 214-215 Fam. Un.			490	30	85		112	185	
Rec. Mtce. 216-217 Fam. Un.			490	30	85		112	185	
Rd. Mtce. 219-220 Miles			23	138	84	450	200	125	

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Administration - Recurrent

Work Group #3 Office

Work Category - Job - Unit	RLO	SLO	010	020	030	040	050	060	SO
Manager - Staff 001 MM	12	5	26	26	25	25	25	25	108
Clerical 002-164 MM	58	81	79	94	67	96	82	115	219
Prog. Planning 003 MM	4	2	12	11	12	12	12	11	56
Safety Prog. 004 MM	2	1	3	5	4	5	5	3	13
Record Serv. 011 MM	21	10	1	1	1	1	1	6	3
Info. Serv. 012 MM	32	25	6	2	9	8	5	3	1
Status 013 MM	30	47	6	1	3	1	1		1
Survey Records 132 MM									15
Job Corps 010 MM					5			1	
Training 005-118-172 MM	10	1	25	18	18	20	15	18	22
Fire Education 113 MM			3		2	2	3	3	
Pub.-Coop. Rel. 029 MM	1		18	12	12	14	12	33	24
Repro. Gen. 180 MM								3	12

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Operations - Recurrent

Work Group #4 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Precr. & Layout	067	Miles				7	12	8	16		2
For. Pest Cont.	075	Proj.			1	5	2	2	3		
Fire Reg. Time	009	MM			2	4	2	2	1	2	
Detection	120	MM			8	9				6	
Communications	123	MM			3	15				1	1
Fire Cont. Supv.	124	MM			2		1	1	2	2	
St. Fire Prot.	125-177	MM								1	1
Temp. Facility	119	MM			25	173	1	1	1	6	
Pub. Sur. Rev.	159	Cases									1500
Comp. Checks	031	Cases			6	1	15	16	8	80	20
Clean Up	218	Sites			60	12	24	24	24	36	
Prot., Rec.	038	Sites			25	5	12	4	3	5	
Allot. Eval.	051	Units			134	235	200		50	59	
Mgt. Plan Super.	053	Plans			134	235	200	135	50	2	
Range Inspect.	054	Each			152	480	200	305	75	60	

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Operations - Recurrent (Continued)

Work Group #4 Office

Work Category - Job - Unit	RLO	SLO	010	020	030	040	050	060	SO
Range Use Adjust. 056 MM			5	29	5	2	1	5	1
Use-Ag. Meets 057 MM			5	6	3	4	2	3	2
F&W Prog. Coord. 061 MM			3	3	2	3	2	2	2
Hab. Mitigation 144 MM					6				
Pest Control 179 1000 A			1	1		3		2	
Gen. Cartog. 162 Maps									24

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Data - Recurrent

Work Group #5 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
For. Inv.	063-183	MM			1	1	11	3	203		
Timber Cruise	068	MBF				4000	12000	8000	22000		
Tim. Appraisal	070	Cases				5	14	10	16		2
Pri. Rge. Stud.	041	1000 A			1200	150					
Fire Plans	117	MM			7	18	6	7	6	6	4
River Basin Pl.	130	MM			1	2	2	1	1	1	35
Coop. Research	040	Proj.			4	2		2	3	2	
Supp. Rge. Stud.	044	1000 A			2790	3225	215	354	150	2100	150
Econ. Rge.	047	Study			2	2	2	2	2	2	
F&W Planning	060	MM			6	8	5	6	4	4	2
Habitat Study	062	Study			14	10	8	20	8	10	2
For. Mgt. Plans	064	MM			2	4	14	12	16		24
Post-Treat. Surv.	078	1000 A			1	2	2	2	1		
Unit Analy. Rev.	128	Pln. Un.				12	9	9	11	15	
Initial Analysis	129	MM			1	1	1	1	1	1	2

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Unauthorized Use Control - Nonrecurrent

Work Group #6 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Occupancy	015	Cases	630	331	428	31	500	396	20	480	40
Right-of-Way	021	Cases			6		5		3	29	
Agr. Entry	014	Cases			2	56	10		4	9	
Material Sales	026	Cases			4			10	3	90	9
P.L. 167 & Oth.	030	Cases			3		5	80		42	3
Adver. Trespass	039	Cases			16						
Range Trespass	055	Cases			12	6	5	10	5	10	1
Hear. & App.	059-166	Cases			2	1		1		5	2
For. Trespass	073	Cases			1	1	14	20	129		59
Fire Trespass	114	Cases			1		4	4	5	4	

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Lands & Minerals Casework - Nonrecurrent (Excluding Reimbursable)

Work Group #7 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Agr. Entry	014	Cases	329	60	10	56	34	21	2	197	260
Public Sale	016	Cases	6210	830	140	44	488	203	245	6083	7203
Exchanges	107	Cases	200	543	51	12	200	203	70	118	646
Selections	018	Cases	45	164	20	5	50	83	28	27	211
Rec. & Pub. Pur.	019	Cases	510	596	126	47	350	185	53	392	1078
Scrip	020	Cases	78	2	3			1	1	27	32
Mineral Entry	023	Cases	905	1006	96		200	229	50	258	833
Withdrawals	027	Cases	255	76	32	20	37	150	51	209	508
Oth. Min. Confl.	028	Cases	206	55							
Oth. Land Cases	168	Cases	390	52	24	34	97	38	25	357	140

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Operations - Nonrecurrent

Work Group #8 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Classif. Type I-III	042-049	1000 A			3056	943			70	6470	10539
Classif. Type II	045	1000 A			368	244	276	272	156	1860	3176
Access-Easmnt.	050	Cases			150	311	380	674	400	320	2710
Resurvey - Open	135	Miles									1200
Resurvey - Close	139	1000 A									5000
Timber Seeding	083	10 A				50					
Timber Plant.	084	10 A			100		1500	500	1700		
Classif. Type IV	035	1000 A			200	5	59	54	50	110	478
Survey - Open	134	Miles									500
Survey - Closed	138	1000 A									4000
Protraction	140	Miles									400
Remonument	141	10 Ea									4000
Microfilming	133	MM									84
Cadastral Map	160	Plats									1000
Basic Map Ser.	161	Maps									28

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Data - Nonrecurrent

Work Group #9 Office

Work Category - Job - Unit			RLO	SLO	010	020	030	040	050	060	SO
Forage Inv.	046	1000 A			800	410	201	90	290	1284	180
Range Suit.	048	1000 A			1300	3250	215	355	150	750	
Allot. Mgt. Plan.	052	1000 A			2800	3190	216	200	200	1820	9300
S&W Surveys	090	100 A			2800	1245	300	510	469	5000	
S&W Plans	091	1000 A			2800	2900	300	510	469	5000	
Unit Res Analy.	033-181	Pln. Un.			15	12	9	9	10	15	70
Pilot District	131	MM						5			
Impact Studies	127	Study			20	10	30	50	35	30	175
Land Ten. Analy.	032	1000 A			36	3000	340	600	429	9230	1500
Min. Res. Inv.	034	1000 A			1512	3000	280	460	469	8360	1531
Inv., Rec.	036	Fam. Un.			1000	500	3000	3064	1800	6000	
Planning, Rec.	037	Fam. Un.			1000	500	3000	2664	1600	6000	13200
Hab. Inv.	157-167	1000 A			2500	3000	300	430	450	2500	
For. Inv. Woodl.	069	1000 A			200	550	230	245	165	100	
For. Rehab. Plan	076	1000 A			2		20	20	26		2

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Resource Data - Nonrecurrent (Continued)

Work Group #9 Office

Work Category - Job - Unit	RLO	SLO	010	020	030	040	050	060	SO
Pretreat. Surv. 077 1000 A			1		40	20	26		
Stand Imp. Plans 079 10 A			117	250	150	100	70		
Stand Imp. Sur. 080 10 A			117	250	750	100	70		

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Project Construction - Nonrecurrent
Work Group #10

Work Category - Job - Unit	RLO	SLO	Office 010	020	030	040	050	060	SO
Snag Felling 081 10 A					50				
Oth. Site Imp. 082 10 A			100		500	350	1700		
Stand Imp. 085-112 10 A			60	120	150	40	70		
Fence Cont.092-094-169 Miles			1468	2266	485	375	225	250	5
Brush Control 093 100 A			1020	4700	200			120	
Seeding 095-096-097 100 A			1088	2375	567	1350	1207	141	4
Oth. Soil Prac. 098 100 A			100	120	100	122	53		
Reservoirs 099 Each			150	530	72	152	163	119	3
Spring Dev. 100 Each			70	138	175	175	110	100	3
Wells 101 Each			50	60	6	17	3	61	
Oth. Water Dev. 102 Each			100	64	6	86	5	54	
Detentions 103 100 Cy			4000	400	2500	1480	2400	2000	
Diversions 104 100 Cy			200		600				
Dikes 105 100 Cy			50		50				
Oth. Water Prac. 106 Proj.				300	150	150	80	330	

CALIFORNIA MANAGEMENT STUDY
Work Group Analysis

Project Construction - Nonrecurrent (Continued)

			Work Group #10			Office			
Work Category - Job - Unit	RLO	SLO	010	020	030	040	050	060	SO
Cattle Guards 107 Proj.			200	250	250	60	150	57	
Stock Trails 108 Miles			160	600	25	73	25	22	
F&W Hab. Plant. 173 100 A			3000	8000	2	300	150	1400	
Lake-Stream Habitat 174-176-111 Proj.			10	24	105	24	47	8	
Water Catch. 170 Each			1000	100	50	100		2000	
Oth. F&W Water 171 Proj.			32	84	12	20	60	56	
F&W Oth. Prot. 175 Proj.				10					
Hazard Red. 115 100 A			1		10	10	5	3	
Fire Break Cont. 116 Miles			135	80	150	200	160		
Bldg. Const. 201-203-204-205 $1000			1240	480					1720
Rec. Dev. 206-207-208-209 Fam. Un.			1000	500	3000	3064	1800	6000	15364
Road Const. 147-148-301-302									
" 303-304-305 Miles			750	857	1360	872	1050	750	4633
Bridge Const. 306-307 $1000			300		1000	500	500		

CALIFORNIA MANAGEMENT STUDY

DEFINITIONS
FOR
PURPOSES OF CODING TIME

Current until July, 1967

CALIFORNIA MANAGEMENT STUDY

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	110	Office Manager	1.	Land Office Manager For the exclusive use of the Office Manager or an individual who is acting in that capacity.
1110	111		1.	Chief, Branch Includes the overhead time of Branch Chief spent in staff meetings and on general administrative and supervisory functions which cannot be identified with a specific technical activity. This work category does not exist in the cost accounting system.
1110	111		1.	Chief, Section Includes the overhead time of Section Chief spent in staff meetings and on general administrative and supervisory functions which cannot be identified with a specific technical activity. This work category does not exist in the cost accounting system.
1110	120	Administrative and General Clerical	2.	Administrative Support Includes all the time of the District and State Office Administrative Assistant and the General clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
1110	120		164.	Includes clerical work performed in connection with preparation of decisions, patents and correspondence in support of L&M adjudication staff. Also includes proofreading, filing and accounting work related to adjudication functions. Time used in preparation of AWP and annual program submissions will be coded to 1110-150. Use work code category definition for time sheets. Use this job-code definition for management study.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	150	AWP and Annual	3.	Programming and Planning Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Work Plan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
1110	160	General Training, Safety and other costs	4.	Safety Includes time in all offices of safety monitors and the time of personnel spent in safety meetings.
			5.	Training (miscellaneous) Includes time of all personnel participating in general training programs not identified with specific activities. Examples are Personnel Management for Executives, Schools of Administrative Leadership, administrative and contractual procedure conferences, clerical training courses, etc.
			172.	Training-Technical Includes time spent by technical personnel in all BLM adjudicative conferences and seminars.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	200	Public Assistance and Records Services	11.	Records Services Includes time spent assisting the public by locating information relating to public land laws of public land.
			12.	Information Service Includes time spent assisting the public by answering verbal and written inquiries pertaining to 43 CFR and BLM procedures.
			13.	Status Includes time spent assisting the public in obtaining copies of the public records such as status, field notes and plats, includes abstracting of township status.
			29.	Public and Cooperative Relations Includes time spent on communication media (news releases, radio and television appearances, interviews, meetings, field trips, telephone inquiries and correspondence).
1110	310	Land Petitions and applications		General Preadjudication. Processing of all cases shown by the separate job numbers, i.e., receiving, docketing, title servicing, accounting and recording. Adjudication. Issues decisions allowing or rejecting applications and where appropriate, issues title documents. (See individual job numbers for other actions.)
			14.	Agricultural Adjudication of: Indian Allotments Homestead entries Desert land entries When appropriate, the evaluation of annual proof and taking of final proof.
			15.	Occupancy Adjudication of those cases involving occupancies resolved under Mining Claims Occupancy Act, Small Tract Act, and Special Land Use Permits.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	310		16.	Public Sale (including Small Tract) For sales made under authority of RS 2455 Public Land Sale Act, Small Tract Act, issues notices of sales or advertisement. Adjudication of preference rights when required.
			17.	Exchanges Includes adjudication of the following exchanges under authority of: 43 CFR 2244 Sec. 8 Taylor Grazing Act (Private and State) Point Reyes, Whiskeytown, Fire Island, Lake Mead, Forest Service (inside National Forest) migratory bird or wildlife refuge, Anzo Borrego and Reclamation exchanges. Responsible for publications, review abstracts of title and administration of waivers required by Solicitor.
			18.	Selections Adjudication of indemnity selections, Railroad Transportation Act cases and Swamp Land Grants publication of Notices.
			19.	R & PP Adjudication of both leases and sales; publication for sales.
			20.	Scrip Processing of cases arising from the filing of scrip.
			21.	Rights-of-Way Adjudication of all 43 CFR Part 9, 2234 and special grants. Examples: City of Los Angeles City of San Francisco Kaiser Steel Metropolitan Water District Decisions granting advance permission and allowance of rights-of-way. Also includes 44 LD 513.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	310	Land Petitions and Applications (Cont'd)	22	SLUP Processing of applications forwarded to Land Office from District Offices.
			168	Misc. - Other Transfer Cases Adjudication of special acts and others. Examples: Airport, cemetery sites, townsites, antiquities act, private relief acts.
	320	Mineral Entries and Investigations	23	Mineral Entries and Investigations Processing of all cases arising from mineral entry, mining claim validity determinations and activities under PL's 167, 357, 359, 585 and MCOA.
	331	Oil and Gas Leasing	24	Oil and Gas Leasing Processes and issues oil and gas leases and permits. Writes decisions rejecting offers.
	332	Other mineral Leasing	25	Other Mineral Leasing Processes and issues leases and permits or rejects offers and applications by decisions for other leasable minerals.
	342	Withdrawals and Land Jurisdiction Transfers	27	Withdrawal Jurisdiction Transfers Includes all work performed in connection with withdrawals, relinquishments, restorations, revocations and the withdrawal review program. All land jurisdiction transfer actions are included.
	344	Contests and Hearings	23	Mineral Entries Prepares and transmits complaint to Hearings Office. Includes the preparing of complaints, obtaining service, preparing information for the Solicitor, correspondence relating to the contests, handling actions on appeals, i.e., all actions on a case after a recommendation to initiate a contest has been filed in the Land Office.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1110	344	Contests and Hearings (Cont'd)	14.	Agriculture Prepares and transmits complaint to Hearings Office. Includes the preparing of complaints, obtaining service, preparing information for the Solicitor, correspondence relating to the contests, handling actions on appeals, i.e., all actions on a case after a recommendation to initiate a contest has been filed in the Land Office.
			15.	Occupancy (Mining Conflicts) Prepares and transmits complaint to Hearings Office. Includes the preparing of complaints, obtaining service, preparing information for the Solicitor, correspondence relating to the contests, handling actions on appeals, i.e., all actions on a case after a recommendation to initiate a contest has been filed in the Land Office.
			28.	Other Mining Claim Conflicts Prepares and transmits complaint to Hearings Office. Includes the preparing of complaints, obtaining service, preparing information for the Solicitor, correspondence relating to the contests, handling actions on appeals, i.e., all actions on a case after a recommendation to initiate a contest has been filed in the Land Office.

CALIFORNIA MANAGEMENT STUDY

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	111		1.	Chief, Branch (S.O.) Includes the overhead time of Branch Chiefs, spent in staff meetings and on general administrative and supervisory fuctions which can not be identified with a specific technical activity. This work category does not exist in the cost accounting system.
	112		1.	Chief, Section (S.O.) Includes the overhead time of Section Chiefs, spent in staff meetings and on general administrative and supervisory functions which can not be identified with a specific technical activity. This work category does not exist in the cost accounting system.
	120	Administrative and General Clerical	164	Clerical, Lands and Minerals Clerical time devoted to typing and stenographic work in preparation of reports, decisions and correspondence related to technical assignment performed by technical L&M staff. For management study only.
	150	AWP and Annual Program Submission	3	Programming - Planning Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
	160	General Training Safety and Other Costs	172	Training - Technical Includes time spent participating in technical L&M Bureau training programs and non-governmental training courses (A.I.R.E.A. - appraisal).
	200		11	Record Services - Includes time for compiling statistical tables and appendices and preparing special reports not related to a specific activity or case work.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	200	Public Assistance and Record Services	12.	Information Service Includes time spent assisting the public in answering verbal and written inquiries pertaining to 43 CFR and BLM procedures.
			13.	Status Includes time spent in providing information on grazing leases, permits and range improvements.
			29.	Public and Cooperative Relations Includes time spent in providing the following services: communications media, user group contacts, education, publications, signs, training, exhibits.
	310	Land Petitions and Applications		General Includes any land examination, appraisals and classification actions under 43 CFR 2410 performed in conjunction with cases arising under the public land laws. These include job No. 14 thru 22. Also includes work performed on the jobs on Bureau motion.
			14.	Agricultural Includes work performed on desert lands, homestead, and Indian allotment applications.
			15.	Occupancy - Field Examination Includes examination conducted on MCOA and small tract cases. Does not include any work identified under work Code 600.
			16.	Public Sale - Field Examination Includes examination under PLSA & RS 2455. Also includes Bureau Motion Small Tract sales where there is no occupancy.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	310	Land Petitions and Applications	17	Exchanges - Field Examinations Includes examination on petition-applications and proposals under the 9 exchange laws. Also includes Bureau motion actions.
			18	Selections - Field Examination Includes examination on SIS, Transportation Act and Swampland Grant cases.
			19	R & PP - Field Examination Examination for lease or sale under the R & PP Act.
			20	Scrip - Field Examination Includes examination on all types of scrip applications and Bureau motion scrip classifications based on claimants' recommendations.
			21.	Rights-of-Way - Field Examination Includes examination on R/W applications filed under 43 CFR 2234, 43 CFR Part 9; also includes 44 L.D. 513.
			22.	S.L.U.P. - Field Examination Includes examination of SLUP for exploratory wells in connection with agricultural applications, advertising displays, apiary sites, etc.
			168.	Misc. - Other Transfer Cases - Field Examinations Land examination and classification where appropriate for townsites, cemeteries, airports, private acts, and others.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	320	Mineral Entries and Investigations	23.	Mineral Entries Mineral examination required to determine the validity of mining claims included in patent applications filed under the mining law. Includes all investigative and reporting prior to issuing patent or initiating contest proceedings.
			15.	Occupancy Mineral examinations made to determine the validity of mining claims occupied for purposes other than mining.
			16.	Public Sales and Small Tracts Mineral character examination of lands included in applications. May include validity determinations for mining claims in conflict with the applications.
			17.	Exchanges Requires mineral character determinations, appraisal of mineral estates and mining claim validity determinations.
			18.	Selections Requires mineral character determination except for lands where an indemnity selection is made for loss of mineral land. Any mining claims conflicting with selected lands are examined to determine their validity or invalidity.
			19.	R&PP Mineral character determination and examination of mining claims in conflict with lands included in entry.
			20.	Scrip Examine land to determine mineral character. Examine conflicting mining claims to determine validity.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	410	Land Tenure Analysis		General All work performed in steps 3 and 4 for lands in Unit Resource Analysis.
			32.	Land Tenure Analysis Includes reconnaissance, gathering of materials, analysis, coordination and cooperation, planning, report writing and other activities connected with a general resource inventory directed towards land pattern adjustments and not intended to result directly in land classification.
			33.	Unit Resource Analysis Includes reconnaissance, gathering of materials, analysis, coordination and cooperation, planning, report writing and other activities connected with a general resource inventory directed towards land pattern adjustments and not intended to result directly in land classification.
	420	Mineral Resource Inventory	34.	Mineral Resource Inventory Work performed on research, compilation of data, mapping, field examination, planning, conferences with other parties and agencies, maintenance of records, correspondence, etc., pertaining to mineral resource inventory.
			33.	Unit Resource Analysis Summary and presentation of material collected in Job 34 into planning units.
	430	Classification	35.	Classification Includes classification made on Bureau motion under provisions of Sec. 7 of the Taylor Grazing Act, Land Classification and Multiple Use Act, and other classification authorities. Excludes action on petition-applications and applications.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
	320	Mineral Entries and Investigations (Cont'd)	30.	PL 167, 359, 357 and 585 Surface management determinations for PL 167 include examining mining claims for which verified statements have been filed. For mining claims subject to PL 359, a determination must be made as to whether or not mining will destroy potential for producing power. Determine if mining on claims subject to PL 357 and PL 585 is compatible with other uses of the same land.
			26.	Material Sales Mineral examination to determine validity of any mining claim in conflict with a material sale.
1210	331	Oil and Gas Leasing	24.	Oil and Gas Leases Provide protection stipulation to protect Bureau improvements.
1210	332	Other Mineral Leasing	25.	Other Mineral Leases Provide protection stipulation to protect Bureau improvements.
	341	Material Sales and Free Use	26.	Material Sales and Free Use Mineral appriasal to determine value of deposit.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	342	Withdrawals and Land Jurisdiction Transfers	27.	Withdrawals and Restorations Includes all work performed in connection with withdrawals, restorations, revocations and withdrawal review program. Includes BLM protective withdrawal justifications. Includes all activity not reported as work in impact studies. Includes field examination, negotiations and hearings, if required.
	343	Compliance Checks and Examinations	31.	Compliance Checks and Examinations Includes all such checks and examinations conducted on R & PP patents and other title transfers which include special reservations or reversionary clauses, but does not include compliance field examinations on allowed entries.
	344	Contests and Hearings		Contests and Hearings All examinations with exception of withdrawals that are conducted after a complaint has been issued. Includes time spent preparing for and testifying at hearings (Lands and Minerals cases). Applicable to job numbers 14 through 23.
			14.	Agricultural
			15.	Occupancy
			16.	Public Sale
			17.	Exchanges
			18.	Selections
			19.	R & PP
			23.	Mineral Entries
			26.	Material Sales
			30.	PL 167 and Other Special Laws

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	510	Inventory	36.	Inventory (For use only with subactivity 1210). Includes the time spent on up-dating and continuing the inventory of sites possessing recreational, historical, paleontological, archeological, interpretive, and other natural value or potential.
			33.	Unit Resource Analysis Information related to Recreation inventory.
	520	Planning and Analysis	37.	Planning and Analysis (For use only with subactivity 1210). Includes time spent on preparation of preliminary plans for all inventoried sites and time spent on Steps (3) and (4) of the Unit Resource Analysis pertaining to recreation resources. Preliminary plans include site sketches, master plans for areas and other preliminary work performed by Recreation Specialists. Detailed construction drawings, maps and designs will be done by Engineering personnel and coded to Recreation Construction, Plans and Survey (Subactivity 2120 - PWE 200), and the project number.
	530	Protection	38.	Protection (For use only with subactivity 1210). Includes the time and funds expended on the protection of historical, paleontological and archeological sites. Protection consists of those actions necessary to prevent destruction of the sites by vandalism or natural forces through protective measures such as site patrol, ruin stabilization or control of work on the sites. Plans and structures primarily for recreation rather than protection of the sites will be coded to 2120, Recreation Construction.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1210	600	Trespass		Trespass Includes time and funds spent for trespass abatement and prosecution of unauthorized use of lands and minerals under the jurisdiction of BLM. Actions taken in the examination, preparation of report and appraisal to determine the measure of damages, issuance of Notice of Trespass, demand for payment and additional action taken toward settlement or dismissal of the case will be coded to this work code. Preliminary investigation conducted in verification of trespass will be coded to 320 or 410. Validity determination of mining claims will also be coded to 320. Applicable to job numbers 14 through 39.
			14.	Agricultural
			15.	Occupancy
			21.	Rights-of-Way
			26.	Material - Minerals
			39.	Advertising

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	120		164	Clerical, Range Management - Includes clerical time required for the support of all range management functions. Exclude time not specifically identifiable with Range Management Work Codes.
	160		172	Technical Training - Include formal or informal training in the Technical phases of the Bureau's Range Management program or in basic Range Management principles which will be applied to Bureau programs. Include training given or received. Exclude training of such a general nature that it crosses functional lines or is not identifiable with range management work codes.
	210	General Range Studies and Research		Includes cooperative research, unit resource analysis, economic and administrative studies, and other studies of general nature having broad applicability. Also, includes management information studies (220) such as actual use, utilization checks, range readiness, condition, etc., not related to evaluation of existing allotment plans but related to use, supervision, and general management purposes, lands not covered by by acceptable allotment management plans.
			33	Unit Resource Analysis - Include the livestock forage data of steps 3 (Inventory of present situation) and 4 (Opportunities for development of the Unit Resource Analysis procedures (1605.4).
			40	Cooperative Research - Includes efforts required to support the range and wildlife management cooperative research program. Includes joint research projects undertaken with other agencies or institutions to develop techniques and methods of range and wildlife management and for evaluating grazing use, and other influences.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	210	(Cont'd)-Formerly included Job Nos. 42, 43, 45).	41	Primary Studies - Includes the collection and assembling of data to determine (a) Actual Use made by livestock and for wildlife (b) degree of utilization made on vegetation by grazing animals (c) Trend in vegetation and/or soil resulting from environmental factors but primarily from climate and grazing and (d) Climatic influences from temperature and precipation studies. Do not include evaluation of the above data.
			46	Forage Inventories - Includes the preliminary preparation, the collection, the compilation and recordation of current and potential forage production for all grazing animals by the ocular reconnaissance or weight estimate methods of survey.
			47	Economics - All economic studies associated with range management including grazing fee studies, cost-benefit studies of management systems, ranch income analysis, etc.
		(Formerly included Job Nos. 48,49)	44	Supplemental Range Studies - Includes all surveys or assembling and compiling of data for the determination of (a) Range Suitability (does not include utilization deductions made in forage inventories) (b) Range Readiness or the time of year when grazing may begin without damage to the vegetation or soil and (c) Range Condition or those studies which reflect plant vigor, reproduction and establishment, from environmental factors.
			50	Access-Easement Acquisition - Includes access acquisition planning, preliminary route surveys and preliminary negotiation. When the needed right-of-way becomes an approved funded construction project, all subsequent time and costs in acquiring the easements is to be coded under 3100-300. This will require that the

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	210	(Cont'd)	50	total MM need to consummate the easement acquisition to be categorized into both the 1220 and 3100 activity. The MM needed in the 3100 activity is to be coded there and not under 1220.
			165	Other Range Studies - Includes supplemental or secondary studies and other range studies not described above such as establishment and data collection exclosures, season of use studies, plant taxonomy, etc.
	220	Management Information Studies		Includes studies conducted for the specific purpose of obtaining data for evaluating effectiveness of established allotment management plans. Includes primary studies of actual use, utilization, trend, climate analysis and supplementary studies of condition, production, and exclosures conducted on intensively managed allotments. Use this code only on lands covered by acceptable allotment plans.
			41	Primary Range Studies - See definition under 1220-210-41. Use this Code (1220-220-41) only on lands covered by acceptable allotment management plans.
			46	Forage Inventories - See definition under 1220-210-46. Use this Code (1220-220-46) only on lands covered by acceptable allotment management plans.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	220 (Cont'd)		44	Supplemental Range Studies - See definition under 1220-210-44. Use this Code (1220-220-44) only on lands covered by acceptable management plans.
			165	Other Range Studies - Includes basic studies for allotment evaluation such as stratification key areas, crucial areas and key species determinations. Also supplemental or secondary studies and others not described above which are for use in evaluating allotments under acceptable management plans.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	230	Allotment Evaluation	51	Includes the systematic aggregation and evaluation, by allotment, of range studies and other data for use in developing or adjusting management plans within the standards for allotment evaluation outlined in BLM Manual 4413.
	240	Allotment Management Plans	52	Includes development or revision of allotment management plans. Involves work related to preparing and revising plans including preliminary drafts, user contacts, meetings, negotiations, field reviews, alternate grazing system considerations, final preparation and approval. Includes the planning and negotiating of use adjustments when an allotment management plan is involved. Efforts that implement any use adjustment will be coded to work code 410.
	310	Management Plan Supervision	53	Includes efforts required to provide adequate on-the-ground supervision of areas covered by approved allotment management plans to assure conformance with the plan.
	320	Range Inspection	54	Includes on-the-ground range use supervision of allotments not yet covered by approved management plans. Includes general allotment visits, livestock counts of a general nature or not connected with actual use studies or trespass action. Also included are inspections of trailing use, etc. to assure conformance. Includes field inspections connected with field tours, show-me trips, etc., and the investigations of range management complaints and irregularities. Do not include inspections, etc., of range use on areas covered by approved allotment management plans.
	330	Trespass	55	Includes the control, investigation and prosecution of prohibited acts such as trespass livestock, illegal structures or improvements, interference with access, etc. (excludes hearings)

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	410	Use Adjustments	56	Includes those actions that alter in some way the past or present grazing privileges or range use authorized, including range adjudication. Includes temporary and long term changes in season of use, class or number of livestock, establishment or adjustment of use area boundaries, shifts in operations, and any user or advisory board meetings related to this element. Exclude the planning and negotiation of use adjustments within allotments under acceptable management plans.
	420	Use Authorization, Records and Meetings	29	Public and Cooperative Relations -Includes all time spent on the information and education program which would include such services as communication media contracts, user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
			57	User-Agency Meetings - Includes range user meetings, Advisory Board meetings and agency meetings that cannot be identified with some other specific work category.
			58	Use Authorization - Includes: (a) processing grazing applications and writing of licences, permits and leases; including transfers and assignment and related advisory board time; (b) dependent property surveys, including collection and compilation of base property data; (c) processing of inquiries from congressional and other sources; (d) preparing reports related to range management; (e) efforts required of range management to support retention classification which cannot be readily identified elsewhere.
	430	Hearings and Appeals	59	Sec. 3 Grazing & Appeals and Hearings - Includes all time and cost related to briefings, preparation and attendance of

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	430 (Cont'd)			hearings concerning range management matters inside grazing districts, including related Federal Court cases and show cause procedings.
			166	Sec 15 Grazing Lease Appeals - Includes all time devoted to preparation and processing Sec 15 lease appeals.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	810	Fish and Wildlife Planning	60	Fish and Wildlife Planning. The development of plans for the primary purpose of management of fish and wildlife habitat. Includes such plans developed cooperatively with other agencies or organizations. Includes programming, AWP development and quarterly reviews for both wildlife management (1220) and wildlife habitat development (1260)
			172	Technical Training. Include formal or informal training in the technical phases of the Bureau's Wildlife Management program or in basic wildlife management principles which will be applied to the Bureau's programs. Include training given or received. Exclude training of such a general nature that it crosses functional lines or is not identifiable with range management work codes.
			50	Access - Easement Acquisition. Include access acquisition planning, preliminary route surveys and preliminary negotiations. When the needed right-of-way becomes an approved funded construction project, all subsequent time and costs in acquiring the easements is to be coded under 3100-300.
			33	Unit Resource Analysis. All wildlife work associated with Steps (3) and (4).
	820	Fish and Wildlife Coordination		Fish and Wildlife Coordination. The effort undertaken to coordinate (1) BLM wildlife program with other BLM programs and vice versa and (2) BLM programs with programs of other agencies and organizations with the objective of protecting and enhancing the wildlife resource. Includes attendance at interagency and other meetins held to discuss wildlife and wildlife habitat.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1220	820	Program Coordination	61	Program Coordination. Covers most of the above work including coordination with state and federal agencies.
			29	Public and Cooperative Relations. Covers attendance at meetins of sportsmens/service clubs, contacts to improve understanding of BLM's wildlife program and similar activities (See 1700-120-29)
	830	Fish and Wildlife Studies		Fish and Wildlife Studies. Studies specifically directed toward increasing knowledge of fish or wildlife habitat. Includes studies to determine area of use of fish or wildlife, utilization of forage by wildlife, forage preferences, and vegetative trends of wildlife habitat.
			62	Habitat Studies. Specific studies of wildlife or wildlife habitat, such as pellet transects, browse production and utilizatic transects, sage grouse strutting, ground location surveys. etc.
			167	Habitat Inventory. Broad inventories of wildlife and wildlife habitat.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1240	120		164	Clerical, Forest Management. Include all clerical time required in the forest management function.
			29	Public and Cooperative Relations. Includes all time spent on the information and education program which would include such services as communication media contracts, user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
	160		172	Technical Training. Includes formal or informal training in the technical phases of the Bureau's Forest Management program which will be applied to Bureau operations. Include time spent in giving or receiving this training. Exclude training of such a broad nature that it crosses all functional lines or is not identifiable with Forest Management work codes.
	200	Forest Inventory and Analysis	63	Forest Inventory, Commercial. Includes planning, gathering of field data, computation, recording depletion, type compilation, and other activities related to inventory, reinventory and allowable cut computation of forest resources on BLM commercial forest land. Do NOT include surveys related to Forest Development. Commercial forest lands are defined as those lands either producing stands of coniferous species which have a value as sawlogs, peeler logs, or pulp logs on the market at this time or within the predictable future whether or not harvest is restricted (refer to Inventory Handbook). Also includes steps (3) and (4) of the Unit Resources analysis effort related to Forest Management.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1240	200		69	Forest Inventory, Woodland. Includes planning, gathering of field data, computation, recording depletion, type compilation, and other activities related to inventory, reinventory and allowable cut computations of forest resources on BLM lands other than commercial stands irrespective of the product, if any, expected. Do not include surveys related to forest development plans.
	300	Management Plans	64	Management Plans. Includes the development of extensive and intensive plans for the management of BLM forest resources. Includes timber harvesting plans, preliminary reconnaissance for road locations, and other related planning activity. Do NOT include planning related to forest development or annual timber sale plan.
			33	Unit Resource Analysis. Refer to write-up in 1290-171-33.
			128	Unit Analysis Review: Forestry part of review and updating. See 1290-171-128.
	400	Forest Product Sales		Forest Products Disposal: Jobs under this work code series vary from the green book coding instructions. Under the ensuing code breakdown include all activities necessary for the sale, exchange, or other disposal of vegetative Forest Products. This work code is subdivided further for coding records as follows:
	410	Timber.		Timber Disposal: Includes all activities necessary for the disposal, sale or exchange of forest products which are measured in, or readily converted to, M bd. ft.
	411	Engineering and Easement Acquisition		Engineering and Easement Acquisition. Includes engineering of roads and acquisition of easements necessary for Timber Management or timber disposal. Includes preliminary work for roads and easements whether purchased with 1240 funds, 3100 funds or acquired under the terms of a disposal contract, but do not

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1240	411			include engineering of roads to be constructed with 3100 funds.
			65	Survey and Design. Include all survey, design and other engineering activity on roads and easements.
			66	Access Easement Consideration Cost Only.
			50	Access Easement Acquisition. Includes all activity in acquiring Easement for Timber Disposal or Forest Management.
	412	Precruise and Layout	67	Precruise and Layout. Includes the preparation and implementation of plans for Timber Disposal as well as area layout and boundary marking.
	413	Cruise and Appraisal		Include all activity related to the cruising, grading, marking and appraisal of timber for disposal by sale, exchange or otherwise.
			68	Cruising - Timber Sales. Includes cruising, grading and marking timber for disposal by sale of timber only under the Materials Act.
			15	Occupancy. Includes cruising, grading, and marking timber on all Occupancy cases.
			16	Public Sale. Includes cruising, grading and marking timber for disposal in cases where land and timber are sold together under FLSA and RS 2455.
			17	Exchanges. Includes cruising, grading and marking timber on all Exchange cases.
			18	Selections. Includes cruising, grading, and marking timber on all selections indicated under 1210-310-18.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1240	413		19	R. & R.P. Includes cruising, grading and marking timber on all R. & R.P. cases.
			20	Script. Includes cruising, grading and marking timber on all script application or classification cases.
			21	Rights-of-Way. Includes cruising, grading and marking timber on all rights-of-way cases.
			70	Appraisals. Includes all appraisal work involving the valuation of timber for disposal in any form.
	414	Contract Preparation and Administration	71	Contract Preparation and Administration. Includes preparing, offering, and administering timber sale contracts and other disposal documents.
	415	Permits and Rights-of-Way	21	Permits and Rights-of-Way. Includes the granting of logging road rights-of-way, negotiation and administration of right-of way agreements and related activities under 43 CFR Part 2234.2, and sales under the right-of-way regulations.
	420	Other Forest Products	72	Other Forest Products. Includes the preparation, disposal and administration of non-timber fofest product sales (those forest products that cannot be converted to M bd. ft.).
	500	Trespass.	73	Trespass. Includes the control, investigation, prosecution, etc., of forest product trespass.
	600	Other Forestry Functions.		Includes other forestry functions as follows.
	610	Cooperative Research.	40	Cooperative Research. Includes research or studies made by BLM, other agencies or universities, which are concerned with forest management.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1240	620	Free-use Permits	74	Free-use Permits. Includes administering and issuing free use permits for forest products.
	630	Forest Pest Control	75	Forest Pest Control. Includes forest disease, pest control and animal damage control when performed with funds from activity 1200 appropriation - Resource Management, Conservation and Protection. Does not include work performed under activities 9600 Blister Rust Control and 9700 Forest Pest Control.
	800	Wildlife Habitat		Wildlife Habitat. Includes forest management effort involved with the management of fish and wildlife habitat. Includes Wildlife management plans developed cooperatively with other agencies and organizations. Includes also, studies and research specifically directed toward increasing knowledge of wildlife habitat-forestry interrelations. Protection of reforestation projects from wildlife damage when planned as a part of the reforestation project will be coded under Subactivities 1250 and 5220 - Work Codes 321 and 322.
			60	Planning. All work required for planning and coordination of the wildlife habitat forest management work.
			62	Habitat Studies. Studies and research on wildlife habitat - forestry interrelations.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1250	120	_____	164	Clerical - Forest Development. Include all clerical time required in F.D. function.
			29	Public and Cooperative Relations. Refer to 1700-120-29.
	160	_____	172	Technical Training. Includes formal or informal training in the technical phases of the Bureau's Forest Development Program which will be applied to Bureau Operations. Include time spent in giving or receiving this training. Exclude training of such a broad nature that it crosses all functional lines or is not identifiable with Forest Management work codes.
	200	Plans and Surveys		
	210	Rehabilitation Plans	76	Rehabilitation Plans. Includes the planning activities for seeding and seed production, planting and planting stock production, and site rehabilitation.
			33	Unit Resource Analysis. (See 1290-171-33).
			128	Unit Analysis Review. Review and updating Forest Development portions of the Unit Resource Analysis. (See 1290-171-128).
	220	Rehabilitation Surveys	77	Pre-Treatment Surveys. Includes office and field studies that develop statistics which reflect conditions of forest lands with respect to seeding, planting, and site rehabilitation needs.
			78	Post Treatment Surveys. Includes office and field studies that develop statistics and reports of accomplishments and reflect conditions of forest lands after rehabilitation treatment, i.e.: seeding, planting or site improvement.
	230	Stand Improvement Plans	79	Stand Improvement Plans. Includes the planning of silvicultural treatment of timber stands such as thinning, pruning, weeding, etc., by either chemical or mechanical means.
	240	Stand Improvement Surveys	80	Stand Improvement Surveys. Includes field

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1250	240		80	and office studies that develop statistics which reflect conditions of forest stands with respect to silviculture needs and accomplishments.
	300	Projects		
	310	Site Improvement		
	311	Snag Felling	81	Snag Felling. Includes the removal of snags which directly facilitates reforestation or site improvement projects. Do NOT include snag felling done under fire protection or timber sale contracts.
	312	Other Site Improvement	82	Other Site Improvement. Includes trenching for watershed control, slash disposal, control of competing vegetation, erosion control measures or other site improvement work which either facilitates natural regeneration or is related directly to reforestation projects.
	320	Reforestation		
	321	Seeding Projects	83	Seeding Projects. Includes preparation of contracts, area layout, contract supervision, seed purchase or seed gathering etc. for the rehabilitation of forest lands by seeding. Such minor site preparation as scalping or hand scarifying, carried out concurrently with seeding projects, will be included. Do not include major site improvement work accomplished under 312 above. This code will be used to designate seed purchase or seed taken from stores only when they become direct project costs. Seed purchased and placed in stores for use in subsequent years will be coded General Ledger Code 190, Materials and Supplies.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1250	322	Planting Projects	84	Planting Projects. Includes development of contracts, area layout, contract supervision, protective measures, purchase of stock, etc. for rehabilitation of forest lands by planting. Such minor site preparation as hand scalping, carried out concurrently with planting projects will be included. Do not include major site improvement work accomplished under 312 above.
	330	Stand Improvement	85	Stand Improvement. Includes pruning, thinning, or other silviculture practices to improve timber stands. Do NOT include stand improvement work done under terms of timber sale contracts.
	400	Cooperative Studies	40	Cooperative Studies. Includes funds which are transferred from BLM to any organization for the purpose of providing new or advanced rehabilitation, reforestation, or stand improvement techniques. Includes also BLM support for these studies.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260		Soil and Watershed Conservation		
1520		Fire Rehabilitation		
8100		Range Improvement P.D.		
8200		Range Improvement L.U.		
9500		Small Waterhsed Conservation (P.L. 566)		
7100		Contributed funds		
	120	_____	164	Clerical time in support of the activity.
	160	_____	172	Technical Training. Include formal or informal training in technical phases or management principals which will be applied to the program. Include training given or received.
	200	Maintenance ----------		Includes inspections and examinations to determine maintenance needs and the actual maintenance of completed works and projects. Also includes time spent on project inventory and the maintenance and improvement of office project records.
			86	Earth structures.
			87	Land Treatment. Includes maintenance of projects such as brush control, seeding, contour furrowing, etc.
			88	Fences.
			89	Water Projects. Maintenance of springs, wells, troughs, pipelines, etc.
			182	Heavy Equipment
	310	Surveys ----------	90	Surveys. Include soil surveys, vegetation (range surveys) frail land, erosion, weeds and others.
			33	Unit Resource Analysis. This includes gathering of 1260 data in the field for incorporation into the total URA.
	320	Plans ----------	91	Plans. Includes URA planning as a result of surveys. Also plans for specific projects.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	320		29	Public and Cooperative relations. Includes all time spent on the informaton and education program which would include such services as communication media contracts. user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
			92	Meetings. Meetings and conferences held for development of the general program and specific projects. Include such items as advisory board sessions, and bureau sponsored conferences relating to the activity when they are identifiable.
			50	Access easement acquisition. Planning preliminary route surveys and preliminary negotiation. When the needed right-of-way becomes an approved funded construction project all subsequent time and costs in acquiring the easements is to be coded under 3100-300. This will require that the total MM needed to consummate the easement acquisition be categorized into both the 1260 and 3100 activities. The MM needed in the 3100 activity is to be coded there and not under 1260.
	400	Studies and Investigations----------	40	Cooperative Research. Includes time spent in preparing and implementing formal agreements and field BLM support with: agricultural research service. universities and colleges, experiment stations, other research--private or public.
	500	Soil Stabilization -----		
	510	Brush Control. ---------	93	Brush Control. Includes the removal of dominant or undesirable brush species for purpose of reducing competition for the native or previously seeded grasses.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	520	Fencing.----------	94 169	Fencing. Includes all fence to be constructed to protect conservation and rehabilitation work and to regulate land use to prevent erosion and deterioration.
	530	Seeding ----------	95 96 97	Seeding. Includes soil preparation. competition removal and subsequent planting of adapted grasses. forbs. or browse for the purpose of soil stabilization, increasing percolation and improvement of the soil structure. Also includes control burning and subsequent treatment.
	540	Other Soil Stabilization Practices----------	98	Other Soil Stabilization Practices. Includes contouring, deep plowing. checks, fertilization, tree and shrub planting, pest control, weed control or other practices which aid in reducing erosion. rebuilding soil. improving soil fertility and structure. and reducing loss of water.
	600	Water Development ------		
	611	Reservoirs.----------	99	Reservoirs. Earthen structures whose primary purpose is to catch and hold water for livestock or multiple uses.
	612	Spring Development.----	100	Spring Development. Development of springs and related structures such as pipelines and troughs when installed in the immediate vicinity of the springs.
	613	Wells.----------	101	Wells. All phases of well development e.g., drilling. installation of works related to the well, storage tanks, pipelines, troughs, etc.
	614	Other Water Development Practices.----------	102	Other Water Development Practices. Storage tanks. pipelines, troughs, etc.. when constructed as a separate entity.
	621	Water Control----------	103	Detentions. Structures with fixed outlet works, at or near ground level for the purpose of controlling downstream movement of sediment. stabilizing channels and providing temporary storage of runoff. Includes drop structures with draining dikes installed for the purpose of controlling headcut movement.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	622	Diversions----------	104	Diversions. Any dam or other structure for raising water out of a defined channel and diverting it to a water-spreading area or into a reservoir.
	623	Dikes ----------	105	Dikes. Barriers of earth or other material constructed to control, guide or deflect waterflow to protect other conservation works from waterflow.
	624	Other Water Control Practices----------	106	Other Water Control Practices. Bank protection, check dams. canals, or other structures the primary purpose of which is to stabilize channels and reduce flow rates.
	700	Program Facilities------	107	Study Plots and cattleguards.
			108	Stock trails.
			109	Sec. 4 permits.
			110	Sec. 15 permits.
			179	Rodent and Pest Control. All work for field checks and control operations to protect natural or seeded vegetation valuable for watershed protection or livestock grazing.

NOTE: Under activities 8100 and 8200 include time and costs of issuance. inspecting, field location and plotting, and any engineering of Section 4 and 15 permits. Do not enter a project or watershed number on the time reports or obligation documents for Section 4 and 15 permits.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	810	Food and Cover Development.		Includes the development or modification of food and cover for all species of wildlife. except fish. This is a non-imput code.
	811	Brush Control	93	Brush Control. Includes control or removal of undesirable brush species by chemical means, mechanical means, controlled burning, etc., for development of wildlife food or cover.
	812	Seeding		Seeding. Includes all work in seeding grasses forbs. or browse for the purpose of developing wildlife food or cover.
			95	Seeding - Great Basin and Desert Areas. Generally, east of Cascades and Sierras and in southeast deserts.
			96	Seeding - Chaparral and Annual type areas. Covers area generally west of Cascades and Sierras and in the southwest coast area. May include some timber types in places.
	813	Planting	173	Planting. Includes all work in planting shrubs, trees, browse. etc.. for the purpose of developing wildlife food or cover.
	814	Pond and Marsh Development	174	Pond and Marsh Development. The development of marshes, ponds, or shallow reservoirs and the installation of structures to maintain necessary water levels. for the primary purpose of aquatic wildlife use.
	820	Habitat Protection		Habitat Protection. Includes fencing and other means of protection of important wildlife habitat and potential habitat. Also includes modification of existing facilities. This is a non-input code.
	821	Fencing		Fencing. Includes all fence constructed to protect wildlife habitat, big game ranges. water developments, habitat of rare or endangered species. from damage by competing uses. Also fenced study plots.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	821		94	Fencing-Contract. Field lay-out, contract supervision, etc.
			169	Fencing- Force Account. Lay-out, construction etc.
	822	Other Protection Practices	175	Other Protection Practices. Includes practices other than fencing, to protect wildlife and habitat from competing uses, such as rodent control, etc.
	830	Water Developments.		Water Developments. Includes the construction and modification of water sources primarily for the use of all species of wildlife, except fish. This is a non-input code.
	831	Reservoirs	99	Reservoirs. Includes development and modification of reservoirs which have the primary purpose of providing water for wildlife.
	832	Spring.	100	Spring. Includes development and modification of springs, seeps, and related structures which have the primary purpose of providing water for wildlife.
	833	Wells	101	Wells. Includes all phases of well development when the primary purpose of the well is to provide water for wildlife.
	834	Guzzlers.	170	Guzzlers. Includes construction of water catchments (guzzlers).
	835	Other Water Developments.	171	Other Water Developments. Includes development of pipelines, troughs, and other practices not listed above which have the primary purpose of providing water for wildlife. Includes installation of wildlife escape ramps and float boards in water developments already constructed. Also includes installation of wildlife "drinkers" or "tricklers" on established pipelines, storage tanks or troughs.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1260	840	Stream Fish Habitat.	111	Stream Fish Habitat. All practices, structures, modifications, or treatments, which have the primary purpose of developing, enhancing or promoting stream fish habitat, including stream clearance, spawn bed improvement, channel structures (gabions, log dams, etc.), fish passage structures, bank protection, aquatic plant control, rough fish removal, etc.
	850	Lake and Reservoir Fish Habitat.	176	Lake and Reservoir Fish Habitat. All methods of improving, protecting or developing lake or reservoir fish habitat, including shoreline improvement, shoreline protection, dam and dike development, aquatic plant control, rough fish removal, fish cover improvement.

NOTE: Wildlife PWE's are used only with Subactivity 1260 (Soil & Watershed Conservation). Do Not plan or fund wildlife work in Activities 1520, 8100, 8200, 9500 or 7100.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1270	120		164	Clerical - Protection Program
	160		172	Technical. Includes the conducting of and participating in technical fire training programs such as fire behavior and prescribed burning.
	210	Education	113	Education. Includes the preparation of news releases, radio and television skits, interviews, public education programs, and distribution of fire prevention campaign posters and other educational literature relative to acquainting the public with fire problems and their responsibilities for preventing and reporting of fires. (See 1200-120-29).
	220	Fire Trespass	114	Fire Trespass. Includes the time spent on investigation of fires on the public lands and for prosecution of persons responsible for fires.
	230	Hazard Reduction.	115	Hazard Reduction. Includes slash disposal, burning of flash fuel, snag felling or other fuel and hazard reduction measures which alleviate the risk and spread of fire. Do not include slash or fuel disposal or snag felling accomplished through timber sales or forest development practices. Includes follow-up maintenance for hazard reduction.
	240	Fire Breaks	116	Construction. Includes planning, site location, construction, and chemical treatment of strips, ways, lanes, and areas designed to break up continuity of fuel and to provide access for suppression action on a preventive basis. Do not include lanes or areas constructed through terms of timber sale contracts or forest development practices.
	240	Fire Breaks	163	Maintenance. Includes planning for maintenance and maintenance of strips, ways, lanes, and areas designed to break up continuity of fuel and to provide access for suppression action on a preventive basis.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1270	311	Planning and Analysis	117	Planning. Includes the development of fire plans, work programs, rental and hire agreements, inter-agency fire control agreements, research project plans and the plans for training guides, lessons, handbooks, and related materials. Also includes the reassignment of per diem guards.
	312	Training.	118	Fire Crew. Includes the conducting of and participating in fire crew training programs. Does not include technical fire training programs. See Job No. 172.
	320	Tools, Supplies, and Temporary Facilities	119	Tools, Supplies, and Temporary Facilities. Includes the procurement and maintenance of small tool supplies and temporary fire control facilities. (For purchase of capitalized equipment, use General Ledger code 201 in the work code field.
	330	Detection	120	Detection. Includes surveillance from lookout facilities, aircraft and emergency road patrols.
	340	Cooperative Projects, Studies and Research	40	Cooperative Projects, Studies & Research. Includes cooperative studies, projects or research activities initiated for the benefit of protection programs.
	400	Communications.	123	Communications. Includes planning, engineering, design, installation and maintenance of the radio communication system facilities and pertinent units or components. (For purchase of capitalized communications equipment use General Ledger code 201 in the work code field).
	510	Contract Supervision	124	Contract Supervision. Includes the supervision, inspection, and administration of forest and range protection contracts.
	520	State Protection	125	State Protection. Includes the protection from fire of BLM forest and range lands by State agencies.
	530	Other Agency Protection	177	Other Agency Protection. Includes the Protection from fire of BLM forest and range lands by other Federal agencies or by private associations or organizations.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1290	110	Office Manager	1	Manager - For the exclusive use of the Office Manager or an individual who is officially acting in that capacity.
1290	111		1	Division Chief - Includes the overhead time of Division and Section Chiefs, RPM staff and Area Managers spent in staff meetings and on general administrative and supervisory functions which can not be identified with a specific technical activity. This work category does not exist in the cost accounting system.
1290	112		1	Area Manager - Includes the overhead time of Division and Section Chiefs, RPM staff and Area Managers spent in staff meetings and on general administrative and supervisory functions which can not be identified with a specific technical activity. This work category does not exist in the cost accounting system.
1290	120	Administrative and general clerical time	2	Administrative Support - Includes all the time of the District and State Office Administrative Assistant and the general clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
1290	130	Fire Fighting (Regular time, permanent personnel)	9	Fire Fighting RT - Includes time of permanent BLM personnel only for the regular eight (8) hour workday or portion thereof which has been devoted to fire suppression activities.
1290	140	Office fixed costs and intrastate transfers	6	Fixed Costs - Item is not applicable to management study.
1290	150	AWP and annual program submission	3	Programming - Planning - Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1290	150		29	Public and Cooperative Relations - Includes all time spent on the information and education program which would include such services as communication media contracts, user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
1290	160	General training, safety Job Corps, and other costs	4	Safety - Includes time in all offices of safety moniters and the time of personnel spent in safety meetings.
1290	160		5	Training (Miscellaneous) - Includes time of all personnel participating in general training programs not identified with specific activities. Examples are Personnel Management for Executives, Schools of Administrative Leadership, administrative and contractual procedure conferences, clerical training courses, etc.
1290	160		10	Job Corps - Includes all time spent on Job Corps programs which can not be charged direct to Job Corps funds or to a reimburseable project.
1290	171	General Planning	33	Unit Resource Analysis - Defined as all time involved in developing steps 1 and 2 of USA. Also includes the portion of steps 3 and 4 of URA pertaining to preservation of public values and roads, and general land use planning.
1290			164	Clerical, General Planning and Studies - The clerical time that must be allotted to general planning and studies (formerly Program Development).
			128	Unit Analysis Review - Defined as the time spent in the annual and/or periodic updating of maps, overlays, tables and narratives initially developed in URA.
			181	URA Time Study for Districts - 010 and 050 only.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1290			129	Initial Analysis - Defined as the time spent in the original delineation and annual review of the four types of planning units, grouping of planning units into resource areas, and the compilation of acreage estimates in accordance with BLM Manual 1602.34B.
1290			129	District Summary - Defined as all time spent in the initial development and subsequent refinement of the District Summary.
1290	172	Impact Studies and River Basin Planning	127	Impact Studies - Defined as all time devoted to the preparation of studies and reports in response to water and related land resource development project proposals by the Corps of Engineers, Bureau of Reclamation, Federal Power Commission, and State Water Planning and Development offices.
1290			130	River Basin Planning - Defined as all time devoted by BLM technicians to provide basic resource data for the development and planning of Comprehensive River Basin Planning.
1290	173	Pilot District Special Studies	131	Other Program Review - Includes time devoted to Pilot District Studies and other testing which is necessary in connection with the design of general planning and analysis techniques.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1400	110	Office Manager	1	Cadastral Office Manager For the exclusive use of the Office Manager or an individual who is officially acting in that capacity.
1400	120	Administrative and General Clerical Time	2	Administrative Support Includes all the time of the District and State Office Administrative Assistant and the general clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
			133	Microfilming Includes all time necessary to convert cadastral plats and field notes to aperature card form.
			164	Clerical Clerical support for Cadastral program.
			3	Programming-Planning Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
1400	160	General Training, Safety and Other Costs	4	Safety Includes time in all offices of safety moniters and the time of personnel spent in safety meetings.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
			29	Public and Cooperative Relations Includes all time spent on the information and education program which would include such services as communication media contracts, user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
			132	Survey Records Includes the time spent to provide public contact from 10:00 AM to 4:00 PM each work day and to provide the necessary research of records to aid drafting and cadastral crews in accomplishment of their missions.
			172	Training-Technical Includes the time in technical training of cadastral personnel.
1400	130	Fire Fighting (RT)	9	Fire Fighting RT Includes time of permanent BLM personnel only for the regular eight (8) hour workday or portion thereof which has been devoted to fire suppression activities. All overtime will be coded to 1510.
1400	210	Field Work (Open Traverse)	134	New Surveys Includes on-the-ground operations work, computation work and associated activities at the site of the open traverse survey.
			135	Resurveys Same as (1400-210-134)
			140	Protractions Same as (1400-210-134)

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
	220	Preparation of Field Returns (Open Traverse)	134	New Surveys Includes transcription of field notes from open traverse surveys.
			135	Resurveys Same as (1400-220-134)
			140	Protractions Same as (1400-230-134)

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
	230	Verification and Review (Open Traverse)	134	New Surveys Includes verification and review of completed survey returns based on an open traverse survey.
			135	Resurveys Same as (1400-230-134)
			140	Protractions Same as (1400-230-134)
1400	240		39	Advertising Trespass Includes the time necessary to verify land ownership and the preparation of associate documentation.
			21	Rights-of-Way Trespass Same as (1400-240-39)
			26	Material Trespass Same as (1400-240-39)
			66	Access-Timber Sale Road Same as (1400-240-39)
			67	Precruise and Layout Same as (1400-240-35)
			73	Timber Trespass Same as (1400-240-39)
			136	Soil and Watershed Projects Same as (1400-240-39)
			114	Fire Trespass Same as (1400-240-39)
			137	Access Road Same as (1400-240-39)
1400	310	Field Work (Closed Traverse)	138	New Surveys Includes on-the-ground operation work, computation work and associated activities performed at the site of the closed traverse survey.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
			139	Resurveys Same as (1400-310-138)
1400	320	Preparation of Field Returns (Closed Traverse)	138	New Surveys Includes the transcription of field notes resulting from a closed traverse survey.
			139	Resurveys Same as (1400-320-138)
	330	Verification and Review (Closed Traverse)	138	New Surveys Includes verification and review of completed survey returns based on a closed traverse survey, and of supplemental plats.
			139	Resurveys Same as (1400-330-138)
	340		14	Agriculture Trespass Includes the time necessary to verify land ownership and the preparation of associated documentation.
			15	Occupancy Same as (1400-340-14)
			16	Public Sale Same as (1400-340-14)
			17	Exchanges Same as (1400-340-14)
			18	Selections Same as (1400-340-14)
			19	R & P P Same as (1400-340-14)
			55	Range Trespass Same as (1400-340-14)

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1400	410	Field Work (Remonumentation)	141	Remonumentation Includes on-the-ground operation work and associated activities performed at the site of the surveys.
1400	420	Preparation of Field Returns (Remonumentation)	142	Field Returns Includes the refinement and transcription of rough field notes prepared at the time of the remonumentation.
1400	430	Verification and Review (Remonumentation)	143	Verification & Review Includes verification and review of final field notes of the remonumentation record.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1700	100	Personnel Compensation and Benefits		
	110		1	State Director and Assistant Director - For the exclusive use of the Office Manager or an individual who is officially acting in that capacity.
1700	111		1	Division Chief - Includes the overhead time of Division and Section Chiefs, RPM staff and Area Managers spent in staff meetings and on general administrative and supervisory functions which can not be identified with specific technical activity. This work category does not exist in the cost accounting system.
1700	112		1	Staff RPM (SO) - Includes the overhead time of Division and Section Chiefs, RPM staff and Area Managers spent in staff meetings and on general administrative and supervisory functions which can not be identified with a specific technical activity. This work category does not exist in the cost accounting system.
1700	120		2	Administrative Support - Includes all the time of the District and State Office clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
			164	Clerical - Technical Functions.
1700	130		9	Fire Fighting RT - Includes time of permanent BLM personnel only for the regular eight (8) hour workday or portion thereof which has been devoted to fire suppression activities. All overtime will be coded to 1510.
1700	140		6	Fixed Costs - Item is not applicable to management study.
1700	150		3	Programming-Planning - Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1700	150	(Cont'd)		forms for the annual program submission and for initial submission and review of Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
1700	150		29	Public and Cooperative Relations - Includes all time spent on the information and education program which would include such services as communication media contracts, user group contacts, development of publications, construction of signs, employee training, preparation of audio visual material and processing of photographic material, all of which relate to public exposure of BLM activities.
1700	160		4	Safety - Includes time in all offices of safety moniters and the time of personnel spent in safety meetings.
	160		5	Training (Miscellaneous)- Includes time of all personnel participating in general training programs not identified with specific activities. Examples are Personnel Management for Executives, Schools of Administrative Leadership, administrative and contractual procedure conferences, clerical training courses, etc.
1700	160		10	Job Corps - Includes all time spent on Job Corps programs which can not be charged direct to Job Corps funds or to a reimburseable project.
1700				Technical Activities - Includes State Office, staff, personnel time devoted to coordination, review and operation of specific technical programs throughout the State.
1700	170		37	Recreation - Includes that portion of activities 1210 and 2100 pertaining to inventory and site planning.
1700	170		52	Range Management - Pertains to all work of activity 1220.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1700	170		60	Wildlife Habitat Management - Pertains to that part of activities 1220, 1240, and 1260 for planning and project development.
1700	170		64	Forestry - Pertains to all work in activities 1240 and 1250
1700	170		117	Protection - Pertains to all work in activities 1270.
1700	170		50	Access - Pertains to that part of activities 1220, 1240, 1260, and 3100 with regard to both planning and operations.
1700	170		73	Trespass - Pertains to that part of activities 1240 and 1400.
1700	170		130	Program Development - Pertains to that part of activity 1290 concerning the Economic Profile Program guides, River Basin Planning, and Impact studies.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1800	110	Office Manager	1	Cartographic Office Manager For the exclusive use of the Office Manager or an individual who is officially acting in that capacity.
1800	120	Administrative and General Clerical Time	2	Administrative Support Includes all the time of the District and State Office Administrative Assistant and the general clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
			164	Clerical Clerical support for Cartographic Services.
800	150	AWP and Annual Program Submission	3	Programming-Planning Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
1800	160	General Training, Safety and Other Costs	4	Safety Includes time in all offices of safety moniters and the time of personnel spent in safety meetings.
			172	Training-Technical Includes the time in technical training of cartographic personnel.
1800	200	Title, Lease and Records Service	11	Title, Lease and Record Service Includes cartographic services performed for the Land Office.
1800	300	Land Classification and Mineral Examination	35	Land Classification & Mineral Examination Includes cartographic services for lands and mineral programs in the District.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1800	400	Range Management	52	Range Management Includes cartographic services performed for range management program.
1800	500	Forestry	64	Forestry Includes cartographic services performed for the forestry program.
1800	600	Soil and Watershed	91	Soil and Watershed Includes cartographic services performed for the soil and watershed program.
1800	700	Cadastral	160	Cadastral Includes cartographic services performed for cadastral program.
1800	800	Basic Series Mapping	161	Basic Map Series Includes the production of basic series maps.
1800	900	General Cartographic	162	General Cartographic Includes cartography of such general nature it cannot be identified with any program or element.
			37	Recreation Includes cartographic services identifiable with the recreation program normally associated with MLR funds.
			33	Unit Resource Analysis Includes cartographic services identifiable with the unit resource analysis.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
1900	110		23	Mineral Interest - Preadjudication See 110 - 320 - 23
	110		17	Exchanges - Adjudication See 110 - 310 - 17
	210		80	Reproduction - General
			15	Occupancy Cases - Mining Claims validity examination. See 1210 - 320 - 15
	210		17	Exchanges - Mineral character determination and value of mineral estate. See 1210 - 320 - 17
	210		23	Mineral Investigation - Mining Claims validity examination. Also include time for Contests and Hearings.
	260		144	Wildlife Habitat Mitigation - Includes time devoted to developing agreements for individual water projects.
	290		130	River Basin Planning - Includes time devoted to Comprehensive Type I Framework Studies.
	400		146	Reproduction Cadastral - Includes records survey services in excess of that provided for in activity 1400.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2110	100	Program Services		
	120		2	Administrative Support Includes all the time of the District and State Office Administrative Assistant and the general clerical time in all offices devoted to housekeeping functions, such as personnel management, property management, financial management procurement, general filing, etc.
			164	Clerical Clerical support for Building Construction Program.
	150		3	Programming - Planning Includes all time of operating and clerical personnel spent on preparation of narratives and BLM 1600 forms for the annual program submission and for initial submission and review of the Annual Workplan forms and narratives. Also includes time utilized in developing mid-year reviews and management studies.
	160		4	Safety Includes time in all offices of safety monitors and the time of personnel spent in safety meetings.
			172	Training - Technical Includes the time in technical training of personnel associated with building construction
	200	Survey & Design	147	Survey Included is the pre-design survey and data collection necessary prior to design by the DSC.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2110	200		148	Design The design of the structure.
			149	Review Includes the time required to review plans, specifications and estimates.
	300	Easement Acquisition	66	Easement Acquisition This will reflect anticipated number of easements and cost, but will not include man-months. The man-month will be included in the general MLR activity.
	430	Other Construction	150	Contract Costs This is a non-input item. The cost is used here to reflect the job in the same terms as the W.O. advices and as normally used in engineering. Each office will have to analyze the overall program, future staff, and method of operations in order to determine building needs. The estimated contract cost (ECC) will be the tool in conversion of building needs to man-months.
			151	Inspection of Contract Include time for inspection of on going contract.
			152	Layout - On-site layout Include time for layout of basic control for contract.
			153	Administration of Contract Time is chargeable against the project for administration of the individual contract.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2120	100	Program Services		
	120		2	Administrative Support (See 2110-120-2)
			164	Clerical Clerical Support for Recreation Construction Program.
	150		3	Programming-Planning (See 2110-150-3)
	160		4	Safety (See 2110-160-4)
			172	Training-Technical Includes the time in technical training of personnel associated with recreation construction.
	200	Survey and Design	147	Survey Includes development of field data to be accomplished by District personnel.
			148	Design Includes preparation of plans, surveys and design.
			149	Review Includes review of finalized design.
2120	430	Other Construction	150	Contract Cost This is a non-input item. The cost will be based on number of family units x $2,00 = E.C.C. The $2,000 per family unit reflects a higher quality of construction than the Sanitation & Protection concept and more nearly agrees with present thinking. The yearly work load to be used in determining man-months should provide for an orderly growth of recreation construction based on usage and recreation inventory.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2120			151	Inspection On site contract inspection.
			152	Layout Site layout from design drawings.
			153	Administration Contract administration.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2210	100	Program Services		
	120		2	Administrative Support (See 2110-120-2)
			164	Clerical Clerical support for Maintenance Program.
	150		3	Programming-Planning (See 2110-150-3)
	160		4	Safety (See 2110-160-4)
			172	Training-Technical Includes the time in technical training of personnel associated with maintenance.
	200	Condition Survey and Plans	154	Condition Survey This should reflect the time required to make a detailed inspection of buildings and related structures.
			155	Work Plans This is the man-months required to formalize the condition survey.
2210	320	Maintenance	156	Force Account The total man-months to accomplish a given task, using force account labor.
			150	Contract Costs Normal maintenance costs, if all work was to be accomplished by contract will average about one percent of the estimated building and/or complex worth. The resulting E.C.C. can then be proportioned between that to be accomplished by force account and that by formal contract. These values do not include expenditures in man-months necessary to increase the building value to take care of depreciation. This will normally be done by replacement under sub-activity 2110. Non-input.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2210			151	Inspection Contract inspection.
			153	Administration Contract administration.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2220	100	Program Services		
	120		2	Administrative Support (See 2110-120-2)
			164	Clerical (See 2210-120-164)
	150		3	Programming-Planning (See 2110-150-3)
	160		4	Safety (See 2110-160-4)
			172	Training-Technical
	200	Condition Survey and Plans	154	Condition Survey Includes all time required to make a detailed inspection of all developed and undeveloped sites.
			155	Work Plans This is formalization of the condition survey.
	310	Operation	156	Force Account Includes daily, weekly, semi-annually recurring work such as cleaning fireplaces, collecting fees, emptying garbage, pumping pit toilet vaults, etc. accomplished by BLM personnel.
			150	Contract Costs This is a non-input item and is to be used only as an aid in determining man-months required for inspection and administration of contract work. In determining E.C.C. a base of $300 per family unit will be used for developed sites and $100 per family unit for undeveloped sites.
			151	Inspection Contract Inspection.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
			153	Administration Contract administration.
2220	320	Maintenance	156	Force Account Includes work which is on a biannual or "as required" basis such as repairing of tables, fireplaces, etc.; accomplished by BLM personnel.
			150	Contract Costs (See 2220-310-150)
			151	Inspection (See 2220-310-151)
			153	Administration (See 2220-310-153)
2220	330	Cleanup	178	Clean-up Includes costs of litter cleanup planning and education and trash and litter removal at undeveloped sites of recreational value receiving public use.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2230	100	Program Services		
	120		2	Administrative Support (See 2110-120-2)
			164	Clerical (See 2210-120-2)
	150		3	Programming-Planning (See 2210-150-3)
	160		4	Safety (See 2110-160-4)
			172	Training-Technical (See 2210-160-172)
2230	200	Condition Survey and Plans	154	Condition Survey Include the time necessary to make a detailed inspection of the districts road system.
			155	Work Plans (See 2220-200-155)
2230	310	Operation	156	Force Account Includes collecting road use fees and all work that is considered preventative maintenance as defined in BLM Manual 9113.75A; by BLM personnel.
			150	Contract Non-input. Use average value of $200 per mile of road.
			151	Inspection Inspection input item for contract work.
			153	Administration Administration input item for contract work.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
2230	320	Maintenance	156	Force Account Includes all corrective maintenance as defined in BLM Manual 9113.75B by BLM personnel.
			150	Contract Non-input. The base figure is $400 per mile.
			151	Inspection (See 2230-310-151)
			153	Administration (See 2230-310-153)

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
3100	100	Program Services		
	120		2	Administrative Support (See 2110-120-2)
			164	Clerical Clerical support for Road Construction Program
	150		3	Programming-Planning (See 2110-150-3)
	160		4	Safety (See 2110-160-4)
			172	Training-Technical Includes time in technical training of personnel associated with road construction.
3100	200	Survey & Design	147	Survey Includes time for road survey.
			148	Design Includes time for road design.
			149	Review Includes time for review of contract drawings and specifications.
3100	300	Easement Acquisition	50	Access-Easement Acquisition Includes obtaining easements, fee titles, rights-of-way, road purchases, and other acquisition activities necessary for the construction program.
			66	Access-Easement Consideration Non-input. To be used as basis in estimating. Actual easement cost only.

Activity	Program Work Element No.	Program Work Element Title	Job Definitions No.	Job Definitions Name
3100	411	Grading	150	Contract Costs Non-input. Use transportation plan to determine needs E.C.C. = Cost/Mile x Number of Miles.
			151	Inspection Contract inspection.
			152	Staking Contract staking.
			153	Administration Contract administration.
3100	412	Surfacing	150	Contract Cost Non-input. Use $6,000 per mile as the basis of estimating man-months for surfacing type construction.
			151	Inspection Contract inspection.
			152	Staking Contract staking.
			153	Administration Contract administration.
3100	420	Bridges	150	Contract Cost The estimated contract cost (ECC) in this case must be treated as an individual lump sum project. Non-input.
			151	Inspection Contract inspection.
			152	Layout Contract layout.
			153	Administration Contract administration.

APPENDIX

Criteria for Reporting Units Accomplished Under the California Management Study

Job Number

11 Record Services-Land Office: Enter the number of times Land Office personnel have assisted the public in locating information relative to public land laws of public lands.

Record Services-District Office: Enter the number of times District Office personnel have assisted the public in locating information relative to public land laws of public lands.

Cartographic Services-Land Office: Enter the number of maps prepared as a record service for the Land Office.

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12 Telephone Inquiries Answered-Land Office: Enter the total number of inquiries answered during the period reported.

Written Inquiries Answered-Land Office: Enter the total number of inquiries answered during the period reported.

Counter Inquiries Answered-Land Office: Enter the total number of inquiries answered during the period reported.

Telephone Inquiries Answered-District Office: Enter the total number of inquiries answered during the period reported.

Written Inquiries Answered-District Office: Enter the total number of inquiries answered during the period reported.

Counter Inquiries Answered-District Office: Enter the total number of inquiries answered during the period reported.

Job Number

13 Status-Land Office:)
Notations-Bureau:) No entry required.

Tract Book (Historical Index): Enter the total number of tract book notations (Bureau-connected). Include all 75.0 cases for which notations are required.

Plat (Use Plat and Master Title Plat): Enter the total number of Plat notations (Bureau-connected). Include all 75.0 cases for which notations are required.

Serial Register: Enter the total number of serial register notations (Bureau-connected). Include all 75.0 cases for which notations are required.

Township Master Status: Enter the total number of Township Master Status notations (Bureau-connected). Include all 75.0 cases for which notations are required.

Notations-Other Federal Agency: No entry required.

Tract Book (Historical Index): Enter the total number of other Federal agency notations made to the tract book, e.g., appropriations under 44 L.D. 513, Forest Service Rights-of-Way, Forest Service Exchanges.

Plat (Use Plat and Master Title Plat): Enter the total number of other Federal agency notations made to the plat book, e.g., appropriations under 44 L.D. 513, Forest Service Rights-of-Way and Forest Service Exchanges.

Serial Register: Enter the total number of other Federal agency notations made to the Serial Register, e.g., appropriations under 44 L.D. 513, Forest Service Rights-of-Way and Forest Service Exchanges.

Township Master Status: Enter the total number of other Federal agency notations made to the Township Master Status file.

Title Abstraction-Bureau: Enter the total number of acres for which title has been abstracted for the Bureau.

Title Abstraction-Other Federal Agency: Enter the total number of acres for which title has been abstracted for another Federal agency.

Job Number

Title Abstraction-State or Local: Enter the total number of acres for which title has been abstracted for a State or local agency.

Title Abstraction-Private: Enter the total number of acres for which title abstraction has been made as a service to a private individual.

Document Examination-CDI: Enter the number of CDI cards (aperture cards) examined (non-case connected).

Document Examination-Other: Enter the number of other documents examined, e.g., withdrawal and restoration orders and PLO's.

Status-District Office)
Notations-Bureau) No entry required.

Tract Book (Historical Index): Enter the total number of tract book notations (Bureau-connected) which have been made for the period reported.

Plat (Use Plat and Master Title Plat): Enter the total number of Plat notations which have been made for the period reported.

Serial Register: Enter the total number of Serial Register notations made for the period reported.

District Atlases: Enter the total number of District Atlas notations made for the period reported.

Status Checks-Bureau: Enter the total number of acres for which status checks have been made in connection with Bureau activities.

Status Checks-Other Federal Agency: Enter the total number of acres for which status checks have been made and furnished another Federal agency.

Status Checks-State and Local: Enter the total number of acres for which status checks have been made and furnished a state or local agency.

Status Checks-Private: Enter the total number of acres for which status checks have been made and furnished private individuals.

Job Number

14 Agricultural Cases-Adjudication: Enter the total number of agricultural cases (homestead, desert land, Indian allotments) on which final action has been taken by the Land Office during the period reported.

In Progress: Enter the total number of cases for which adjudicative action (final) is in process.

Pending Appeal or Other-Office Action: Enter the total number of cases pending an appeal or some other-office action.

Patented: Enter the number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent.

Contest and Hearings: Enter the number of agricultural cases for which contest proceedings were initiated, acted upon and closed.

Land Examination, Appraisal and Classification: Enter the number of cases closed during the period reported.

In Progress: Enter the number of cases for which land examination, appraisal and/or classification are currently in process during the period reported.

In Progress: Enter the number of acres for which land examination, appraisal and/or classification are currently in process.

Pending Appeal or Other-Office Action: Enter the number of cases pending an appeal or other-office action.

Contest and Hearings: Enter the number of cases for which additional field investigation was conducted to provide the Solicitor with additional information to support the Government's case.

Trespass: Enter the number of cases closed during the period reported. Closure results from final settlement or dismissal action as a result of the investigation.

Abated: Enter the number of trespass cases closed as a result of final settlement.

Ownership Verification-Trespass (C.T.): Enter the number of cases for which landownership has been verified.

Job Number

15 Occupancy Cases-Adjudication: Enter the total number of occupancy cases closed during the period reported as a result of final action.

In Progress: Enter the total number of cases for which adjudicative action (final) is in process.

Pending Appeal or Other-Office Action: Enter the total number of cases pending an appeal or other-office action.

Patented or Leased: Enter the number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent. Also include the acreage for which leases have issued.

Contests and Hearings: Enter the number of occupancy cases for which contest proceedings were initiated, acted upon and closed.

Land Examination, Appraisal and Classification: Enter the total number of occupancy cases (MCOA, Small Tracts, SLUP's)closed during the reporting period.

In Progress: Enter the total number of cases for which land examination, appraisal and classification are currently in process.

In Progress: Enter the number of acres currently being field examined, appraised and/or classified.

Pending Appeal or Other-Office Action: Enter the number of cases pending an appeal or other-office action.

Mineral Examination and Investigations: Enter the number of cases for which mineral examination and investigations have been completed.

Contests and Hearings: Enter the total number of cases for which an additional field investigation was conducted to provide additional information to the Solicitor in support of the Government's case.

Job Number

Trespass: Enter the total number of cases closed during the reporting period.

Abated: Enter the total number of trespass cases closed as a result of final settlement.

Cruise and Appraisal: Enter the number of occupancy cases for which cruise and appraisal were completed.

Ownership Verification-Trespass (C.T.) Enter the number of cases for which landownership has been verified.

Mining Claim Validity Determination: Enter the number of occupancy cases for which mining claim validity determinations have been made during the reporting period.

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16 Public Sale Cases-Adjudication: Enter the total number of public sale cases (R.S. 2455, Public Land Sale Act, Small Tracts) closed during the period as a result of final action.

In Progress: Enter the total number of public sale cases for which adjudicative action (final) is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the total number of public sale cases pending an appeal or other-office action.

Patented: Enter the total number of acres for which final certificates have been prepared and submitted authorizing issuance of patent.

Land Examination, Appraisal and Classification: Enter the number of cases closed during the reporting period.

In Progress: Enter the number of cases for which land examination, appraisal and/or classification are currently in process during the reporting period.

In Progress: Enter the number of acres for which land examination, appraisal and/or classification are currently in process.

Job Number

Pending Appeal or Other-Office Action: Enter the number of public sale cases pending appeals or other office-actions.

Mineral Examinations and Investigations: Enter the number of cases for which mineral examinations and investigations have been conducted and completed during the reporting period.

Contests and Hearings: Enter the total number of cases for which an additional field investigation was conducted for the Solicitor to provide additional information in support of the Government's case.

Cruise and Appraisal: Enter the number of public sale cases for which cruise and appraisal were completed during the reporting period.

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17 Exchanges-Adjudication: Enter the total number of exchange cases (all excluding reimbursables) closed during the reporting period as a result of final action.

In Progress: Enter the total number of exchange cases for which adjudicative action (final) is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the total number of exchange cases pending appeals or other-office actions.

Patented-Private: Enter the number of acres for which final certificates have been prepared and submitted authorizing isssuance of patent to selected lands to private individuals (non-reimbursable exchange cases only).

Patented-State: Enter the number of acres for which final certificates have been prepared and submitted authorizing issuance of patent to selected lands to the State.

Land Examination, Appraisal and Classification: Enter the number of all exchange cases closed during the reporting period.

In Progress: Enter the number of cases for which land examination, appraisal and/or classification are currently in process during the reporting period.

Job Number

In Progress: Enter the number of acres for which land examination, appraisal and/or classification are currently in progress.

Pending Appeal or Other-Office Action: Enter the number of exchange cases pending appeals or other-office actions.

Mineral Examinations and Investigations: Enter the number of exchange cases for which mineral examinations and investigations were conducted and completed during the reporting period.

Contest and Hearings: Enter the total number of cases for which additional field investigation was conducted to provide additional information to the Solicitor in support of the Government's case.

Cruise and Appraisal: Enter the number of exchange cases for which cruise and appraisal were completed during the reporting period.

Reimbursable Exchanges-Adjudication: Enter the number of cases closed as a result of final adjudicative action.

In Progress: Enter the number of reimbursable exchange cases for which adjudicative action (final) is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of reimbursable exchange cases pending appeals or other-office actions.

Patented: Enter the number of acres for which final certificates have been prepared and submitted authorizing issuance of patent to selected lands in connection with reimbursable exchanges.

Mineral Character Determination-Value of Mineral Estate: Enter the number of reimbursable exchange cases for which mineral character determinations and value of mineral estates have been made.

Job Number

18 Selections-Adjudication: Enter the total number of selection cases (Indemnity, Railroad Transportation Act, etc.) closed during the reporting period as a result of final action.

In Progress: Enter the number of selection cases for which final adjudicative action is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of selection cases pending appeals or other-office actions.

Clear-listed-State: Enter the number of acres which have been clearlisted to the State as a result of selections during the reporting period.

Patented-Other: Enter the number of acres for which final certificates were prepared and submitted authorizing issuance of patent, e.g., Railroad Transportation Act selection.

Land Examination, Appraisal and Classification: Enter the number of selection cases closed during the reporting period.

In Progress: Enter the number of selection cases for which land examination, appraisal and/or classification are currently in process during the reporting period.

In Progress: Enter the number of acres for which land examination, appraisal and/or classification are currently in process.

Pending Appeal or Other-Office Action: Enter the number of cases pending appeals or other-office actions during the reporting period.

Mineral Examinations and Investigations: Enter the number of cases for which mineral examinations and investigations were conducted and completed during the reporting period.

Contests and Hearings: Enter the number of selection cases for which an additional field investigation was conducted to provide the Solicitor with additional information to support the Government's case.

Cruise and Appraisal: Enter the number of selection cases for which cruise and appraisal were completed during the reporting period.

Job Number

19 Recreation and Public Purposes Cases-Adjudication: Enter the total number of R&PP cases (lease and sale) closed during the reporting period as a result of final action.

In Progress: Enter the total number of R&PP cases (lease or sale) for which final adjudicative action is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the total number of R&PP cases (lease or sale) pending appeals or other-office actions.

Patented-State and Local: Enter the total number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent to the State, State instrumentalities and political subdivisions, including counties and municipalities.

Patented-Other: Enter the total number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent to nonprofit associations and nonprofit corporations.

Leased-State and Local: Enter the number of acres for which R&PP leases have issued during the reporting period to the State, State instrumentalities and political subdivisions, including counties.

Leased-Other: Enter the total number of acres for which R&PP leases have issued during the reporting period to nonprofit associations and nonprofit corporations.

Land Examination, Appraisal and Classification: Enter the number of R&PP cases closed during the reporting period.

In Progress: Enter the number of R&PP cases for which land examination, appraisal and/or classification are currently in process during the reporting period.

In Progress: Enter the number of acres for which land examination, appraisal and/or classification are currently in process.

Pending Appeal or Other-Office Action: Enter the number of R&PP cases pending appeals or other-office actions.

Job Number

Mineral Examinations and Investigations: Enter the number of R&PP cases for which mineral examinations and investigations were conducted and completed during the reporting period.

Contest and Hearings: Enter the number of R&PP cases for which an additional investigation was conducted to provide the Solicitor with additional information to support the Government's case.

Cruise and Appraisal: Enter the number of R&PP cases for which cruise and appraisal have been completed during the reporting period.

Ownership Verification (C.T.)-Enter the number of cases for which verification has been completed during the reporting period.

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20 Scrip Cases-Adjudication: Enter the total number of scrip cases closed during the reporting period as a result of final action.

In Progress: Enter the number of scrip cases for which final adjudicative action is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of scrip cases pending appeals or other-office actions during the reporting period.

Patented: Enter the number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent.

Land Examination, Appraisal and Classification: Enter the number of scrip cases closed during the reporting period.

In Progress: Enter the number of scrip cases for which land examination, appraisal and/or classification are in progress during the reporting period.

Mineral Examination and Investigation: Enter the number of scrip cases for which mineral examinations and investigations have been conducted and completed during the period reported.

Cruise and Appraisal: Enter the number of scrip cases for which cruise and appraisal have been completed during the reporting period.

Job Number

21 Rights-of-Way Adjudication: Enter the number of rights-of-way cases on which final action has been taken by the Land Office during the reporting period.

In Progress: Enter the number of right-of-way cases for which final adjudicative action is in process during the reporting period.

Pending Appeals or Other-Office Action: Enter the number of right-of-way cases pending appeals or other-office actions during the reporting period.

Rights-of-Way Granted-State and Local: Enter the total number of rights-of-way granted to the State, State instrumentalities and political subdivisions, including counties and municipalities.

Linear: Enter in miles, linear rights-of-way (highways, transmission lines, gas pipelines, etc.) granted to the State, State instrumentalities and political subdivisions, including counties and municipalities.

Site Use: Enter the number of site use rights-of-way (material sites, reservoir sites, television and radio antenna sites, etc.) granted to the State, State instrumentalities and political subdivisions, including counties and municipalities.

Rights-of-Way Granted-Private: Enter the total number of rights-of-way granted to private interests.

Linear: Enter in miles, linear rights-of-way (transmission lines, gas pipelines, waterlines, etc.) granted to private interests during the period reported.

Site Use: Enter the number of site use rights-of-way (television and radio antenna sites, reservoir sites, etc.) granted to private interests during the reporting period.

Land Examinations, Appraisal and Classification: Enter the total number of rights-of-way cases closed during the reporting period. Include periodic reappraisals made in accordance with 43 CFR 2234.1-6(3).

Job Number

In Progress: Enter the number of right-of-way cases for which land examination, appraisal and/or classification are in progress during the period reported.

Trespass: Enter the number of right-of-way trespass cases closed during the reporting period. Closures result from final settlement or dismissal action as a result of the investigation.

Abated: Enter the total number of right-of-way cases (trespass) closed as a result of final settlement).

Cruise and Appraisal: Enter the total number of right-of-way cases for which cruise and appraisal were conducted and completed during the reporting period.

Rights-of-way and Permits under 43 CFR 2234.2-3: Enter the number of tramroad and logging road rights-of-way and permits granted during the reporting period.

Ownership Verification (O.T.): Enter the number of cases for which ownership verification has been completed during the period reported.

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22 Land Examination, Appraisal and Classification: Enter the total number of SLUP cases which have been closed during the reporting period.

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23 Mineral Entries-Adjudication: Enter the number of mineral patent applications for which adjudicative work has been completed.

In Progress: Enter the number of mineral patent applications for which final adjudicative action is in process during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of mineral patent applications pending appeals or other-office actions.

Patented: Enter the number of acres for which final certificates have been prepared and transmitted authorizing issuance of patent.

Job Number

Contests and Hearings: Enter the number of mineral contests and hearings cases which have been closed.

Mineral Examination and Investigations: Enter the total number of mineral patent applications closed and the number of mineral conflict cases investigated and other mineral investigations.

Contests and Hearings: Enter the number of cases for which additional field investigation was conducted to provide the Solicitor with additional information to support the Government's case.

Mineral Interest-Preadjudication: Enter the number of reimbursable mineral interest cases which have been closed as a result of final Land Office action.

Mineral Examinations and Investigations: Enter the total number of reimbursable cases closed during the reporting period.

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24 Oil and Gas Leasing-Adjudication: Enter the number of new and reactivated oil and gas and O.C.S. cases which were processed during the reporting period.

In Progress: Enter the number of new and reactivated oil and gas and O.C.S. cases for which final adjudicative action and processing are in progress during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of oil and gas and O.C.S. cases pending appeals or other-office actions.

Leases Issued: Enter the total number of oil and gas leases issued during the period being reported.

Leases Issued: Enter the total number of acres leased during the reporting period.

Protection Stipulations: Enter the total number of cases for which protection stipulations were provided for by the Bureau.

Job Number

25 Other Mineral Leasing-Adjudication: Enter the number of new and reactivated mineral lease cases, excluding oil and gas, which were processed during the reporting period. Include coal, potassium, phosphate, hardrock (Reorganization Plan No. 3) and special acts.

In Progress: Enter the number of new and reactivated mineral lease cases, other than oil and gas, for which final adjudicative action and processing are in progress during the reporting period.

Pending Appeal or Other-Office Action: Enter the number of mineral lease cases, excluding oil and gas cases, pending appeals or other office actions.

Leases Issued: Enter the number of mineral leases, excluding oil and gas, issued during the reporting period.

Leases Issued: Enter the number of acres for which leases were issued during the reporting period.

Prospecting Permits Granted: Enter the number of prospecting permits issued during the reporting period.

Prospecting Permits Granted: Enter the number of acres for which permits were issued during the reporting period.

Protection Stipulations: Enter the total number of cases for which protection stipulations were provided for by the Bureau.

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26 Material Sales-Mineral Examination and Mining Claim Conflicts: Enter the number of material sale cases which have been completed. Material sales will be reported after a contract has been signed. Reopened material sale contracts will be reported as a closure when final inspection and termination are completed.

Appraisal: Enter the quantity value disposed of material sale cases closed during the reporting period.

Job Number

Contracts Issued: Enter the number of contracts issued during the reporting period.

Contests and Hearings: Enter the number of cases for which additional field investigation was conducted to provide the Solicitor with additional information to support the Government's case.

Trespass: Enter the number of material sale trespass cases closed during the reporting period.

Ownership Verification (O.T.): Enter the number of material sale cases for which ownership verification was conducted and completed during the reporting period.

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27 Withdrawals-Adjudication: Enter the number of all withdrawal and land jurisdiction transfer cases, including restorations, revocations and transfer actions, which have been processed to completion during the reporting period.

In Progress: Enter the number of withdrawal and land jurisdiction transfer cases which are being processed during the reporting period.

Withdrawn or Restored: Enter the number of acres which have been withdrawn or restored during the reporting period.

Field Examination, Negotiations and Hearings: Enter the number of cases for which field investigations and examinations have been completed and the necessary field reports referred to the Land Office for further processing.

Mineral Examinations and Investigations: Enter the number of withdrawal and land jurisdiction transfer cases for which mineral examinations and investigations have been completed during the reporting period.

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28 Other Mining Claim Conflicts-Adjudication: Enter the number of cases for which final adjudicative action has been completed.

Job Number

30 PL 167 and Other Special Laws-Adjudication: Enter the number of cases for which final adjudicative action has been completed. This includes cases involved in Public Laws 167, 357, 359 and 585.

Mineral Examinations and Investigations: Enter the number of cases (PL 167 and other special laws) for which mineral examinations and investigations have been completed during the reporting period.

Contests and Hearings: Enter the number of cases for which additional field investigations were conducted to provide the Solicitor with additional information to support the Government's case.

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31 Compliance Checks and Examinations-Land Office: Enter the number of R&PP patents and other title transfers examined by the Land Office for compliance with special reservations and reversionary clauses.

Compliance Checks and Examinations-District Office: Enter the number of R&PP patents and other title transfers examined by the District Office for compliance with special reservations and reversionary clauses.

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32 Land Tenure-Analysis-General Resource: Enter in thousands of acres the area of public land for which the Lands Section, Steps 3 and 4 of the Unit Resource Analysis, has been completed. Acreage will be reported upon approval of the URA by the office manager.

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33 Unit Resource Analysis-General Inventory: Enter the number of planning units for which a general resource inventory directed towards land pattern adjustments have been completed.

Mineral Resource Inventory: Enter the number of planning units for which mineral resource inventories have been completed.

Job Number

Recreation-Planning and Analysis: Enter the number of planning units for which recreation inventories have been completed during reporting period.

Livestock Forage: Enter the number of planning units for which livestock forage data of steps 3 and 4 of the URA procedures have been completed during the reporting period.

Wildlife: Enter the number of planning units for which all wildlife work associated with steps 3 and 4 of the URA procedures has been completed during the reporting period.

Forest Inventory: Enter the number of planning units for which forest inventories have been completed during the reporting period.

Rehabilitation Plans: Enter the number of planning units for which rehabilitation plans (steps 1, 2 and portions of steps 3 and 4, URA) have been completed during the reporting period.

Surveys: Enter the number of planning units for which the gathering of 1260 data in the field for incorporation into the total URA has been completed during the reporting period.

General Planning: Enter the number of planning units for which general planning has been completed during the reporting period.

General Cartographic: Enter the number of maps which have been completed during the reporting period which are identifiable with URA.

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34 Mineral Resource Inventory: Enter in thousands of acres the area for which the Minerals Section, Steps 3 and 4 of the URA, has been completed, for which the basic inventory has been updated and for which a detailed inventory has been completed.

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35 Classification, Type IV: Enter in thousands of acres the area for which Type IV classifications have been made.

Job Number

36 Recreation Inventory: Enter the number of family units inventoried during the reporting period. Family units are reported only after outdoor recreation sites for which a final inventory report and map have been completed and approved by the District Manager.

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37 Recreation Planning: Enter the number of family units included in preliminary plans for all inventoried sites made during the reporting period. No detailed engineering drawings should be reported in Subactivity 1210. Detailed site plans will be accomplished and reported under Subactivity 2120.

General Cartographic: Enter the number of maps completed during the reporting period identifiable with the recreation program normally associated with MLR funds.

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38 Protection, Recreation: Enter the number of sites for which protective action was taken during the reporting period.

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39 Advertising Trespass: Enter the number of advertising trespass cases closed during the reporting period. Closure results from final settlement or dismissal action as a result of the investigation.

Ownership Verification: Enter the number of advertising trespass cases for which ownership verification was made during the reporting period.

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40 Cooperative Research-Range/Wildlife Management: Enter the number of range and wildlife management cooperative research projects undertaken during the reporting period.

Forest Management: Enter the number of forest management cooperative research projects undertaken during the reporting period.

Job Number

Rehabilitation, Reforestation and Stand Improvement: Enter the number of rehabilitation, reforestation and stand improvement cooperative research projects undertaken during the reporting period.

Soil and Watershed: Enter the number of soil and watershed conservation projects implemented during the reporting period as a result of cooperative research.

Fire Protection: Enter the number of forest protection cooperative research projects initiated during the reporting period for the benefit of protection program.

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41 Primary Range Studies-General/Actual Use: Enter in thousands of acres the area for which primary range studies have been made during the reporting period.

Allotment Management Plans-Actual Use: Enter in thousands of acres the area for which acceptable allotment management plans have been completed and approved by the district manager during the reporting period.

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42 Classification, Type I: Enter in thousands of acres the area for which Type I Classifications have been made during the reporting period.

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44 Supplemental Studies-General-Condition: Enter in thousands of acres the area for which condition studies have been completed during the reporting period.

Allotment Management Plans-Condition: Enter in thousands of acres the area for which acceptable allotment management plans have been completed and approved by the District Manager during the reporting period.

Job Number

45 Classification, Type II: Enter in thousands of acres the area for which Type II Classifications have been completed during the reporting period.

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46 Forage Inventories-General: Enter in thousands of acres the area for which forage inventories have been completed during the reporting period.

Forage Inventories-Allotment Management Plans: Enter in thousands of acres the area for which acceptable allotment management plans have been completed and approved by the district manager during the reporting period.

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47 Range Economics: Enter the number of range economic studies completed during the reporting period.

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48 Range Suitability-General: Enter in thousands of acres the area for which range suitability studies have been completed during the reporting period.

Range Suitability-Allotment Management Plans: Enter in thousands of acres the area for which acceptable allotment management plans have been completed and approved by the district manager during the reporting period.

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49 Classification, Type III: Enter in thousands of acres the area for which Type III classifications have been made during the reporting period.

Job Number

50 Access-Easement Acquisition: No entry required

General Range Studies: Enter the number of cases for which access acquisition planning, preliminary route surveys and preliminary negotiations in connection with general range studies have been completed during the reporting period.

Fish and Wildlife Planning: Enter the number of cases for which access acquisition planning, preliminary route surveys and preliminary negotiations in connection with fish and wildlife planning have been completed during the reporting period.

Timber Disposal or Forest Management: Enter the number of miles of access easement acquired for timber disposal or forest management during the reporting period.

Soil and Watershed: Enter the number of cases for which access acquisition planning, preliminary route surveys and preliminary negotiations in connection with soil and watershed conservation have been completed during the reporting period.

Public Lands Development, Roads and Trails: Enter the number of cases for which easements have been acquired. Easement is acquired when title has been cleared by the Regional Solicitor or the Attorney General.

Access-Timber Sale Roads-Verify: Enter the number of cases for which access-timber sale road landownership has been verified during the reporting period.

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51 Allotment Evaluation-Range Management: Enter the number of units allotment evaluations have been conducted and completed during the reporting period. Include only the number of new allotment management plans approved during the reporting period.

Job Number

52 Allotment Management Plans-Range Management: Enter in thousands of acres the area on which plans have been completed and approved by the district manager. Include only the acreage additionally approved during the reporting period.

Cartographic Services: Enter the number of maps which have been completed in connection with the range management program during the reporting period.

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53 Management Plans Supervision-Range Management: Enter the number of plans which have been completed and approved by the district manager.

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54 Range Inspections: Enter the number of each range inspection conducted during the reporting period.

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55 Trespass-Range: Enter the number of range trespass cases closed during the reporting period. A closed case is defined as one where payment has been accepted, other action taken to close the case, or accounts receivable is transferred from the district.

Ownership Verification (C.T.) Enter the number of range trespass cases for which landownership was verified during the reporting period.

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56 Use Adjustments-Range: Enter the number of cases for which use adjustments were made during the reporting period.

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59 Hearings and Appeals-Range-Section 3: Enter the number of Section 3 Hearings and Appeals cases closed during the reporting period.

Job Number

62 Wildlife Habitat Studies-Range Management: Enter the number of habitat studies completed during the reporting period.

Wildlife Habitat Studies-Forest Management: Enter the number of habitat studies completed during the reporting period.

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64 Cartographic Services-Forest Management Plans: Enter the number of maps completed during the reporting period in connection with forest management plans.

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67 Timber-Precruise and Layout: Enter the number of miles for which precruise and layout have been completed during the reporting period.

Ownership Verification (O.T.): Enter the number of cases for which landownership was verified during the reporting period.

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68 Timber Sales-Cruise: Enter in thousands of board feet the timber cruised for sale under the Materials Act during the reporting period.

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69 Forestry Inventory-Woodlands: Enter in thousands of acres the area for which inventories (woodland) have been completed during the reporting period.

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70 Timber-Appraisal: Enter the number of cases for which timber appraisals (the valuation of timber disposal in any form) have been completed during the reporting period.

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71 Timber Sales-Contract Preparation and Administration: Enter the number of cases for which timber sale contracts have been prepared, offered and administered during the reporting period.

Job Number

72 Other Forest Product Sales-Contract Preparation and Administration: Enter the number of cases for which other forest product sale contracts (non-timber) have been prepared, offered and administered during the reporting period.

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73 Trespass-Forest: Enter the number of forest trespass cases closed during the reporting period, where payment has been received and accepted, or other action taken to close the case.

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74 Free Use Permits: Enter the number of free use permits issued during the reporting period.

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75 Forest Pest Control: Enter the number of forest pest control projects conducted and completed during the reporting period. Do not include any projects funded under activities 9600 or 9700.

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76 Rehabilitation Plans-Forest: Enter in thousands the acreage for which forest rehabilitation plans have been completed during the reporting period.

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77 Pretreatment Surveys-Forest: Enter in thousands the acreage for which forest pretreatment surveys have been completed.

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78 Post-treatment Surveys-Forest: Enter in thousands the acreage for which forest post-treatment surveys have been completed.

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79 Stand Improvement Plans: Enter in tens the acreage for which stand improvement plans have been completed during the reporting period.

Job Number

80 Stand Improvement Surveys: Enter in tens the acreage for which stand improvement surveys have been completed during the reporting period.

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81 Snag Felling: Enter in tens the acreage for which snag felling has been completed during the reporting period.

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82 Other Site Improvement-Forest: Enter in tens the acreage for which other site improvement projects have been completed during the reporting period.

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83 Seeding Projects-Timber: Enter in tens the acreage of seeding completed during the reporting period.

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84 Planting Projects-Timber: Enter in tens the acreage of planting completed during the reporting period.

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85 Stand Improvement-Timber Contract: Enter in tens the acreage on which stand improvement projects have been completed during the reporting period.

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86 Earth Structures-Maintenance: Enter the number of each earth structure for which maintenance work was conducted and completed during the reporting period.

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87 Land Treatment-Maintenance: Enter in thousands the acreage of land treatment maintenance work conducted and completed during the reporting period.

Job Number

88 Fences-Maintenance: Enter the number of miles of fence for which maintenance work was conducted and completed during the reporting period.

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89 Water Projects-Maintenance: Enter the number of water projects for which maintenance work was conducted and completed during the reporting period.

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90 Surveys-Soil and Watershed: Enter in thousands of acres the area surveyed during the reporting period. Acreages will be reportable upon acceptance of the final tabulation of the required data by the district manager.

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91 Plans-Soil and Water: Enter in thousands of acres the area on which specific plans and schedules are developed for rehabilitation of the public domain lands.

Cartographic Services: Enter the number of maps completed during the reporting period in connection with the soil and watershed program.

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92 Fencing-Contract, Chaparral: Enter the number of miles of fencing completed during the reporting period.

Fencing-Habitat Protection: Enter only miles of unimproved habitat protected by fencing. Do not include fences protecting seedings in this category.

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93 Brush Control: Enter in 100's the acreage upon which brush control has been completed. Do not include acreage where subsequent seeding by artificial methods is planned.

Brush Control-Food and Cover Development: Enter in 100's of acres the brush control conducted specifically for the purpose of wildlife food and cover.

Job Number

94 Fencing-Contract, Great Basin: Enter the number of miles of fencing completed during the reporting period.

Fencing-Habitat Protection: Enter only miles of unimproved wildlife habitat protected by fencing. Do not include fences protecting seedings in this category.

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95 Seeding-Great Basin and Desert: Enter in hundreds the acreage seeded by artificial methods during the reporting period.

Seeding-Great Basin and Desert-Food and Cover: Enter in 100's the acreage seeded specifically for wildlife food or cover.

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96 Seeding-Chaparral and Annual: Enter in hundreds the acreage seeded by artificial methods during the reporting period.

Seeding-Chaparral and Annual-Food and Cover: Enter in 100's the acreage seeded specifically for wildlife food and cover.

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97 Seeding-Ridge Top: Enter in hundreds the acreage seeded by artificial methods during the reporting period.

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98 Other Soil Stabilization Practices: Enter in 100's the acreage treated by deep plowing, checks, fertilization, tree and shrub planting, pest control, weed control, or other practices which aid in reduction of erosion, rebuilding of soil, improving of fertility and structure, and reducing loss of water.

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99 Reservoirs-Livestock Use: Enter the number of stock watering reservoirs constructed during the reporting period.

Reservoirs-Wildlife Use: Enter the number of reservoirs constructed or modified during the reporting period for wildlife water.

Job Number

100 Spring Developments: Enter the number of springs developed during the reporting period.

Spring Developments-Wildlife Use: Enter the number of springs, seeps and related structures developed or modified for wildlife water.

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101 Wells: Enter the number of wells completed during the reporting period. Do not report until all planned facilities have been installed.

Wells-Wildlife Use: Enter the number of wells developed or modified during the reporting period for wildlife water.

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102 Other Water Developments: Enter the number of other water developments (storage tanks, pipelines, troughs, etc.) completed as a separate entity during the reporting period.

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103 Detentions-Water Control: Enter in 100's of cubic yards the materials placed in completed detention dams during the reporting period.

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104 Diversions-Water Control: Enter in 100's of cubic yards the materials placed in completed diversion dams during the reporting period.

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105 Dikes-Water Control: Enter in hundreds of cubic yards the materials placed in completed dikes during the reporting period.

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106 Other Water Control Practices: Enter the number of other water control projects completed during the reporting period. This includes bank protection, check dams, canals, or other structures where the primary purpose is to stabilize channels and reduce flow rates.

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107 Study Plots and Cattleguards-Program Facilities: Enter the number of program facilities completed during the reporting period.

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108 Stock and Truck Trails-Program Facilities: Enter in miles the number of program facilities completed during the reporting period.

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111 Stream Fish Habitat: Enter the number of projects which have been completed during the reporting period, the purpose of which is to enhance fish habitat. Include stream clearance, spawn bed improvement and channel structures.

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112 Stand Improvement-Force Account: Enter in tens the acreage on which stand improvement projects have been completed during the reporting period.

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114 Fire Trespass: Enter the number of fire trespass cases closed during the reporting period.

Ownership Verification (C.T.): Enter the number of fire trespass cases for which landownership was verified during the reporting period.

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115 Hazard Reduction: Enter in hundreds of acres, the areas on which hazard reduction, i.e., slash disposal, snag felling, etc., has been accomplished during the reporting period. Do not include areas accomplished in the Forest Development Activity (1250), through timber sale contracts, or under Fire Rehabilitation Subactivity 1520.

Job Number

116 Firebreaks-Construction: Enter the number of miles of fire-breaks and fire roads constructed for the purpose of preventing fire or fire spread, breaking up continuous fuels and for gaining access for prevention or suppression action. Do not include work of this nature performed as a condition of timber sale contract, forest development work or under the road maintenance program.

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127 Impact Studies-District Program Services: Enter the number of impact studies completed during the reporting period.

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128 Unit Analysis Review-District Program Services: Enter the number of planning units which have been reviewed (updating of maps, overlays, tables and narratives) during the reporting period.

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134 New Surveys, Field Work (O.T.): Enter the number of miles of line for which all phases of field work were completed during the reporting period.

New Surveys, Preparation of Field Returns (O.T.): Enter the number of miles for which open traverse field returns have been prepared during the reporting period.

New Surveys, Verification and Review (O.T.): Enter the number of miles of open traverse surveys verified and reviewed during the reporting period.

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135 Resurveys, Field Work (O.T.): Enter the number of miles of line for which all phases of field work were completed during the reporting period.

Resurveys, Preparation of Field Returns (O.T.): Enter the number of miles for which open traverse field returns have been prepared during the reporting period.

Resurveys, Verification and Review (O.T.): Enter the number of miles of open traverse resurveys verified and reviewed during the reporting period.

Job Number

136 Ownership Verification-Soil and Watershed: Enter the number of cases for which landownership was verified during the reporting period in connection with soil and watershed projects.

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138 New Surveys, Field Work (C.T.): Enter in thousands of acres the area for which all phases of field work were completed during the reporting period.

New Surveys, Preparation of Field Returns (C.T.): Enter in thousands of acres for which closed traverse field returns have been prepared during the reporting period.

New Surveys, Verification and Review (C.T.): Enter in thousands of acres the area of closed traverse surveys verified and reviewed during the reporting period.

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139 Resurveys, Field Work (C.T.): Enter in thousands of acres the area for which all phases of field work were completed during the reporting period.

Resurveys, Preparation of Field Returns (C.T.): Enter in thousands of acres the area for which closed traverse field returns have been prepared during the reporting period.

Resurveys, Verification and Review (C.T.): Enter in thousands of acres the area of closed traverse resurveys verified and reviewed during the reporting period.

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140 Protractions, Field Work (O.T.): Enter the number of miles for which protracted survey field work was completed during the reporting period.

Protractions, Preparation of Field Returns (O.T.): Enter the number of miles for which field returns have been prepared during the reporting period.

Protractions, Verification and Review (O.T.): Enter the number of miles of open traverse protracted surveys verified and reviewed during the reporting period.

Job Number

141 Remonumentation, Field Work: Enter in tens the number of monuments set for which all phases of field work were completed during the reporting period.

Remonumentation, Preparation of Field Returns: Enter in tens the number of monuments for which field returns have been prepared during the reporting period.

Remonumentation, Verification and Review: Enter in the number of monuments for which verification and review were completed during the reporting period.

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147 Survey, Timber Roads: Enter the number of miles of timber roads surveyed during the reporting period.

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148 Design, Timber Roads: Enter the number of miles of timber roads which have been designed during the reporting period.

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157 Habitat Inventory-Great Basin: Enter in thousands of acres the area for which Great Basin Habitat Inventories have been completed during the reporting period.

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159 Public Survey Review: Enter the number of cases closed during the reporting period.

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160 Cadastral Mapping: Enter the number of cadastral plats completed and submitted to the Washington Office for approval during the reporting period.

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161 Basic Series Mapping: Enter the number of basic series maps completed during the reporting period.

Job Number

162 General Cartographic: Enter the number of general cartographic maps completed during the reporting period.

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163 Fire Breaks Maintenance: Enter the number of miles of fire breaks maintained for the purpose of preventing fire or fire spread, breaking up continuous fuels and for gaining access for prevention or suppression action. Do not include work of this nature performed as a condition of a timber sale contract, forest development work, or under the road maintenance program.

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166 Hearings and Appeals, Section 15: Enter the number of Section 15 Hearings and Appeals cases closed during the reporting period.

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167 Habitat Inventory-Chaparral: Enter in thousands of acres the area of Chaparral Habitat Inventories completed during the reporting period.

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168 Miscellaneous-Other Land Cases-Adjudication: Enter the number of cases for which final adjudicative action has been taken during the reporting period.

In Progress: Enter the number of other land-type cases for which final adjudicative action is in process.

Pending Appeal or Other-Office Action: Enter the number of other land-type cases pending appeals or other-office actions.

Patented: Enter the number of acres of other land-type cases for which final certificates have been prepared and submitted, authorizing issuance of patent.

Leased: Enter the number of acres of other land-type cases for which leases have been issued during the reporting period.

Land Examination, Appraisal and Classification: Enter the number of cases for which land examination, appraisal and classification have been completed during the reporting period.

Job Number

In Progress: Enter the number of cases (other land-types) for which land examination, appraisal and classification are in process during the reporting period.

In Progress: Enter the number of acres of other land-type cases currently in process of being examined, appraised and classified.

Pending Appeal or Other-Office Action: Enter the number of cases pending appeal or other-office actions.

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169 Fences-Force Account-Soil Stabilization: Enter the number of miles of fencing constructed during the reporting period.

Fences-Force Account-Habitat Protection: Enter the number of miles of fencing constructed during the reporting period for the protection of wildlife habitat.

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170 Water Catchments-Wildlife Water Development: Enter the number of water catchments (guzzlers) constructed during the reporting period.

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171 Other Water Developments-Wildlife: Enter the number of pipelines, troughs, or other practices not listed above which were developed for wildlife water.

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173 Planting-Wildlife Habitat-Food and Cover: Enter in hundreds of acres the area for which planting has been completed specifically for wildlife food or cover during the reporting period.

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174 Pond and Marsh Development-Wildlife Habitat: Enter the number of projects (ponds, marshes, or shallow reservoirs) developed during the reporting period for aquatic wildlife use.

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175 Other Protection-Wildlife Habitat: Enter the number of other wildlife habitat protection projects completed during the reporting period.

Job Number

176 Lake and Reservoir Fish Habitat: Enter the number of projects (lakes or reservoirs) developed by any practice to enhance lake fish habitat during the reporting period.

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179 Rodent and Pest Control: Enter in thousands of acres the area for which control operations to protect natural or seeded vegetation valuable for watershed protection or livestock grazing have been conducted and completed during the reporting period.

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181 URA Timber Study-District Program Service: Enter the number of planning units for which URA time studies have been completed.

Land Tenure Analysis: Enter the number of planning units for which URA time studies have been completed in connection with Land Tenure Analysis.

Mineral Resource Inventory: Enter the number of planning units for which URA time studies have been completed in connection with mineral resource inventories.

Planning and Analysis: Enter the number of planning units for which URA time studies have been completed in connection with planning and analysis.

General Range Studies and Research: Enter the number of planning units for which URA time studies have been completed in connection with general range studies and research.

Fish and Wildlife Planning: Enter the number of planning units for which URA time studies have been completed in connection with fish and wildlife planning.

Management Plans: Enter the number of planning units for which URA time studies have been completed in connection with management plans.

Rehabilitation Plans: Enter the number of planning units for which URA time studies have been completed in connection with rehabilitation plans.

Job Number

Surveys: Enter the number of planning units for which URA time studies have been completed in connection with soil and watershed surveys.

General Cartographic: Enter the number of planning units for which URA time studies have been completed in connection with general cartographic services.

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183 Forest Reinventory, Commercial: Enter in thousands the acreage of commercial forest land reinventories during the reporting period.

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201 Building Construction Survey: Enter in thousands of dollars the value for which building construction surveys were completed during the reporting period.

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202 Building Construction Design (DSC Only): Enter in thousands of dollars the value for which building construction design was completed during the reporting period.

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203 Building Construction Review (SO only): Enter in thousands of dollars the value for which building construction review as completed during the reporting period.

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204 Inspection-Administration Building Contract: Enter in thousands of dollars the value for which inspection and administration of building contracts were completed during the reporting period.

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205 Building Layout: Enter in thousands of dollars the value for which building layout was completed during the reporting period.

Job Number

206 Recreation Development Survey: Enter the number of family units for which recreation development surveys have been completed during the reporting period.

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207 Recreation Development Design: Enter the number of family units for which recreation development designs have been completed during the reporting period.

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208 Recreation Development Review: Enter the number of family units for which recreation development review has been completed during the reporting period.

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209 Inspection-Administration Recreation Contract: Enter the number of family units for which inspection and administration of contracts therefor have been completed during the reporting period.

---

210 Recreation Layout: Enter the number of family units for which recreation layout was completed during the reporting period.

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212 Building Maintenance-Force Account: Enter in thousands of dollars the value of building maintenance completed during the reporting period.

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213 Building Maintenance-Contract: Enter in thousands of dollars the value of contractual building maintenance completed during the reporting period.

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214 Recreation Operation-Force Account: Enter the number of family units for which operation work was accomplished during the reporting period by force account.

Job Number

215 Recreation Operation-Contract: Enter the number of family units for which operation work on a contractual basis was accomplished during the reporting period.

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216 Recreation Maintenance-Force Account: Enter the number of family units for which maintenance work was accomplished during the reporting period by force account.

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217 Recreation Maintenance-Contract: Enter the number of family units for which maintenance work was accomplished during the reporting period on a contractual basis.

---

218 Cleanup: Enter the number of sites on which cleanup work was conducted and completed during the reporting period.

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219 Road Maintenance-Force Account (Operations): Enter the number of miles of road for which preventive maintenance has been performed by force account during the reporting period.

Road Maintenance-Force Account (Maintenance): Enter the number of miles of road for which corrective maintenance has been performed by force account during the reporting period.

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220 Road Maintenance-Contract (Operations): Enter the number of miles of road for which preventive maintenance has been performed on a contractual basis during the reporting period.

Road Maintenance-Contract (Maintenance): Enter the number of miles of road for which corrective maintenance has been performed on a contractual basis during the reporting period.

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301 Road Construction Survey: Enter the miles of road surveyed during the reporting period.

Job Number

302 Road Construction Design: Enter the miles of road designed during the reporting period.

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303 Road Construction Review: Enter the miles of road survey and design which have been reviewed during the reporting period.

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304 Road Contract (Grading): Enter in miles the road graded.

Road Contract (Surfacing): Enter in miles the roads surfaced.

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305 Road Staking (Grading): Enter in miles for which road staking has been accomplished in connection with grading.

Road Staking (Surfacing): Enter in miles for which road staking has been accomplished in connection with surfacing.

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306 Bridge Contract: Enter in thousands of dollars the value associated with inspection and administration of bridge construction contracts completed during the reporting period.

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307 Bridge Layout: Enter in thousands of dollars the value associated with bridge layout accomplished during the reporting period.

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